THE OHIO STATE UNIVERSITY

OFFICIAL PROCEEDINGS OF THE

ONE THOUSAND FOUR HUNDRED AND TWENTY-SIXTH MEETING

OF THE BOARD OF TRUSTEES

Columbus, Ohio, December 8, 2006

The Board of Trustees met at its regular monthly meeting on Friday, December 8, 2006, at The Ohio State University Faculty Club, Columbus, Ohio, pursuant to adjournment.

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Minutes of the last meeting were approved.

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December 8, 2006 meeting, Board of Trustees

The Chairman, Judge Duncan, called the meeting of the Board of Trustees to order on December 8, 2006, at 8:00 a.m. He requested the Secretary to call the roll.

Present: Robert M. Duncan, Chairman, Karen L. Hendricks, Dimon R. McFerson, G. Gil Cloyd, Jo Ann Davidson, Douglas G. Borror, Walden W. O'Dell, Brian K. Hicks, John C. Fisher, Robert H. Schottenstein, Alan W. Brass, Thekla R. Shackelford, Yoonhee P. Ha, and Christopher Alvarez-Breckenridge.

Judge Duncan:

> I hereby move that the Board recess into Executive Session for the purpose of considering personnel matters regarding employment and for the purpose of consulting with legal counsel regarding pending or imminent litigation.

Upon motion of Judge Duncan, seconded by Mr. McFerson, the Board adopted the foregoing motion by unanimous roll call vote, cast by Trustees Duncan, Hendricks, McFerson, Cloyd, Davidson, Borror, O'Dell, Hicks, Fisher, Schottenstein, Brass, and Shackelford.

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Judge Duncan reconvened the meeting at 10:45 am.

Present: Robert M. Duncan, Chairman, Karen L. Hendricks, Dimon R. McFerson, G. Gil Cloyd, Jo Ann Davidson, Douglas G. Borror, Leslie H. Wexner, Walden W. O'Dell, Alex Shumate, Brian K. Hicks, John C. Fisher, Robert H. Schottenstein, Alan W. Brass, Thekla R. Shackelford, Yoonhee P. Ha, and Christopher Alvarez-Breckenridge.

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DISCUSSION ON BOARD GOVERNANCE

Judge Duncan:

> Welcome again. Professor Richard Chait, thank you for coming to Columbus. I understand you will be leading and facilitating a discussion on Board Governance.

Dr. Richard Chait: [PowerPoint presentation]

> Thank you very much and good morning members of the Board of Trustees. As you know, I was invited to advise The Ohio State University on how to strengthen the quality of governance at the level of the Board of Trustees. In that process, a colleague and I had an opportunity to interview, one-on-one, each member of the Board without exception. Everyone was candid, constructive, and also remarkably self-aware and self-critical. What I would like to do first is just provide a backdrop or context of ways to think about good governance and then provide a summary of some of the impressions that we gathered from the conversations that we had with you.
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> In my view, the first proposition in governance is that trustees add and derive value from meaningful participation in consequential discussions and decisions. There is simply no substitute for meaningful work to focus on substance issues of strategic importance. The reason the state and the University has assembled a brain trust of trustees is not to handle no-brainer issues; it is to handle issues of significance. Good governance and trustee fulfillment are one in the same; the more value trustees add to the University, the more trustees are fulfilled by that service and the more

engaged. The most effective boards are those that harness the talents of the individuals on this Board, a collective effort that advances the mission of The Ohio State University.

Board engagement at the end of the day depends on three factors: the significance of the issues that the Board addresses, the opportunities for the Board to assert collective influence, and the probability that those efforts will produce results. Good governance is when the best thinking of management interacts with the best thinking of the Board to discern the challenges and problems in priorities that matter most for the long-term future of the University, and then to formulate an appropriate and responsive strategy in return.

There are four hallmarks of effective boards. The first is that the Board offers a strategic asset that provides comparative advantage and pursuit of mission. I am sure you think of the University's name, reputation, location, faculty, facilities, endowment, and finances all as assets. The Board has to be a strategic asset as well. We want a high rate of return on the involvement of trustees. Trustees are not mattress money. Trustees should provide a return to the University and a return on involvement. That return usually comes in some combination of five forms of capital. Not every Board member brings every form of capital, but across-the-board all of those forms of capital are presented. The five forms of capital are: 1) the intellectual capital that enables the organization to learn; 2) a reputational capital that enhances the University's status; 3) a political capital -- and I mean that in a non-partisan sense -- that enables the University to have power; 4) the social capital to smooth the dynamics of the work of the Board and the Board's work with the executive team and the University community; and 5) either directly or indirectly to help the University garner the financial capital that is necessary to provide the organizational resources.

The other two forms of hallmark characteristics are that the best boards model the values and behaviors the trustees want the university to exhibit. If this Board wants the University to be at the forefront of performance accountability, then the Board should be at the forefront of performance accountability. The same could be said about diligence, civility, diversity, technology, innovation, self-reflection, self-improvement, and selflessness. When these characteristics are manifested by the Board, the rest of the community takes signal. When these very characteristics are disregarded by the Board, the rest of the community sees unacceptable hypocrisy.

Finally, though the Board's principle and historical role has always been in a not-for-profit-sector, to be a diligent steward of tangible assets, and to provide expertise to the University. Ultimately, the most important role of the Board is to serve as a source of leadership -- not the leader.

Boards do this generally through seven best practices, which we will discuss at length on other occasions. The first best practice is focus. Boards and management must agree on what matters most, what are the main things that are most critical to the University's long-term future. Boards are responsible for intergenerational equity. To make sure that The Ohio State University offers students 10, 20, 30 years from now an education at least of comparable quality and cost as we do today. If boards think in the short-term only, that is not the ultimate work of a board. It is to identify the most important decisions that need to be made and have those decisions drive the board's agenda, rather than issues that might arise in a somewhat haphazard fashion.

The second best practice is to structure the Board, so that strategy drives structure rather than vice versa. Really effective boards organize around institutional priorities not around organizational charts. We adapt the structure of the Board to pursue the most important strategic priorities.

The third best practice is for boards to be engaged. They are engaged at their meetings because their meetings are thematic and strategic. They have the architecture that enables efficiencies to dispatch with relatively unimportant but necessary issues quickly -- expedite the routine -- and trade up the value-added chain. They should not become immersed in management information, but focus intensely on governance information.

The fourth best practice is that the better boards learn. They tap the expertise of trustees. Trustees have expertise on strategy, change, reputation, and finances in many different realms. We close the trustees' knowledge gaps and we learn and leverage from the lessons we have learned.

The fifth best practice is that boards deliberate. They are interactive, they optimize participation, they have collegial discussions where disagreements can occur agreeably. They invite and insist upon a plurality of perspectives, and they are apt to be as much engaged in sense making as they are in decision making. The sign of a good board is not the number of resolutions passed per minute.

The sixth best practice is that the board coheres. The board works together as a team. If there is ever a university that should have some familiarity with the success of teams, I would think it would be The Ohio State University or I could say the same for where I work. You create, express, and enforce strong group norms, you systematically develop and cultivate leadership within the board, you promote transparency, and you establish and empower a governance committee to promote the health and welfare of the board as a group.

The seventh best practice is that you account. That is you have statements of mutual expectations -- what you ask and expect of each other. It's a systematic review of the board's performance -- whether that is fast feedback at the conclusion of each meeting, a periodic self-study, an annual governance by objectives review, or a so-called 360-review of all board members or even an external audit -- you focus on what is strategically and legally indispensable work.

That is the backdrop, the gold standard, and target for which ambitious boards should aim.

I am now going to share with you just some of the major conclusions that I derived from the conversations that we had with you. I just want to underscore, again, that these are conclusions drawn from the conversations that we had and that is the primary source.

This is a Board in transition. It is in transition in terms of size, it has basically doubled in size. It is also a Board in transition in a sense that you are on the cusp of a change in executive leadership. It is your view that the time is ripe for those very reasons to focus on Board development.

This is an opportune moment in your judgment to aspire to do still better as a Board. It is also your judgment that you under-perform. Relative to the talents of this Board and the importance and the enormity of the tasks, this Board could still do better. You have a winning record, but not a championship team at the moment.

Trustees are unquestionably dedicated, loyal, and committed individuals. In your judgment this dedication is not born in self-interest, but actually in disinterestedness -- that is the welfare of the University, not the welfare of the individual. Not surprisingly, because you have doubled in size, we have not yet developed a cohesive team. We have dedicated individuals, but not yet as orchestral as we might like.

There is an overwhelming, near unanimous view that we can intensify the strategic focus of the Board. That we can trade up the value-added chain of issues and spend more time on issues of truly monumental import and less time on otherwise seductive, but, ultimately, less important issues. The Board currently lacks a systematic self-evaluation, though we have made a start already to remedy that problem. Finally, there is a general agreement that the selection, the term, and the role of the chair needs review. These are your observations and conclusions. Lets unpack them just a little bit.

These are questions we asked you so they should be familiar to you. How do you know how well the Board is doing? The modal answer is, “We don’t know.” “There is not really a good set of measures other than the Board’s broad University strategy,” one trustee commented. Another said, “In terms of Board governance we have no measures.” A third said, “It is hard to measure because we do not have specific goals.” And a fourth said, “My sense is we don’t know how well we are doing.”

Five others said the way to judge the Board’s performance is through the quality of decisions that you make and whether we reach consensus -- “The only way is if the Board can reach consensus.” Still others had different views all together -- the Columbus rumor mill, a general feeling or ambience, and one even pays close attention to body language. So you all may want to sit erect and focused at the moment because at least one person is watching.

How well do you know how you are doing as a trustee rather than asking about individuals? Eight of you said, “Do I make a difference?” “Do I have an impact?” “Is it my own level of activism and influence?” “It is my contribution to the progress of the Board.” “Am I self aware?” “Do I commit the time with a seriousness of purpose?” Seven do not know.

There were people who said, “There is a lot of innuendo and talk behind backs, but I don’t know.” “I suppose it is through osmosis, it is through side comments, I have never really thought about it.” “It is difficult to tell.” Another person said, “I have been on boards where we evaluate ourselves on a 360-type of evaluation, which helps individuals grow and it would help this Board collectively.” Finally, one of you commented, “We don’t have a thorough evaluation system where any feedback mechanism is in place where we could listen and learn. We have no guidance or scorecard like other boards I am on.” So there is a bit of mystery about how well we do collectively and how well we do individually.

When is the Board particularly effective? I would invite you to let your eye glance down the first three lines: dedicated, loyal, passionate, well-meaning, and smart. What you will notice about these first twelve responses is that they are individual characteristics and traits and the question was “How do you know if the Board is effective?” The answer was organized around “traits” rather than activities, or discharge of roles or responsibilities, or quality of decisions. In other words, we are effective because we have good players not necessarily because we win games.

Absent from the list: quality of ideas, source of expertise, source of pertinent and even inconvenient questions, and the ability to assure accountability. It is mostly about traits. Although one person said, “We are effective when we stop rubber stamping, when we put the brakes on stuff, when we dig and push to get at the financial issues.”

How was the Board particularly ineffective? Notice that none of this is about individual traits. I shouldn’t say none, but very little of it is. The big problem appears to be -- and it is to be expected for a board that has just doubled in size – that we do not yet have the collegiality, cohesion, and trust. Quoting several of you, “there is zero cohesion among this new Board.” “Lack of collegiality is the missing element, the quality of consensus is lacking, and so is the lack of focus.” “We lack a sense of priorities about where to spend our time and what fits with strategy and why.” “We have no screening mechanisms to decide what is important in a complicated organization, we are not focused on the right things, and we are too operational.” Many colleagues agreed with that issue or that observation. “We are poor at asking questions, we are ineffective at setting priorities, we deal with squeaky wheels and problems that take us off focus, we are not strategic or goal-minded…it is almost strategy du jour.” So when in comes to ineffectiveness, it is not yet a team that has a collective eye fastened on the center of the bull’s-eye that has been collectively constructed.

What is the most important question to address with the new president? The reason we posed that question to you was to see if we could help you discover where the center of that bull’s-eye is. Eight of the people with whom we spoke offered basically the same answer: “How do we and the president, and senior administration work together to prioritize critical issues?” “What is the decision agenda, what are the main things, where are we headed, and what are our top priorities?” When we asked what is the key question, your comments included: “What are the top five priorities?” “What are the key trade-offs?” “Do we share the same priorities?” “Where are we going in the next twenty-five years?”

You can imagine if any one of those questions -- whether it was a one or twenty-five year horizon -- were the animating question that drove your Board meetings, how differently constructed they would have to be. Four of you said the most important question to address with the new president revolves around funding. “How do we assure we have the funding that would enable The Ohio State University to become one of the top ten public universities?” “How do we get all the money we need to do all that we want to do?” Other nominees were performance metrics of the Capital Campaign and the Medical Center. These are the questions you might want to address with the new president. Then the issue arises how would you know whether you have succeeded or, more importantly, how would you know the new president has succeeded?

We took a four-year time frame and said by this time in 2011 what would be the most compelling evidence that the new president had succeeded. Eight of you cited, “financial measures” particularly “financial strength,” “diversity of resources and revenues,” and “a substantially increased endowment.” You were not modest -- the range of the Capital Campaign went from $2 - $3 billion.

Progress on various rankings -- and you each had different nominees for those rankings, but essentially it can all be distilled, I believe -- to be recognized unquestionably and unassailably, as “one of the top ten public universities in the country,” “one of the top ten public universities in research funding,” and “one of the top five public universities in endowment.” So in a sense, if you were going to talk with presidential candidates and say, “here are our aspirations from which a to do list could be derived or a set of decisions can be extrapolated." This is what you are asking the new president to help you achieve.

If you could change one thing that would make you more effective, what would it be? A significant plurality suggested that it is the focus on critical strategic issues and the good news is that is easily within your power to do. That doesn't require additional appropriations, legislative authorization or any other contingencies. That is an action that you can take single handedly.

Some quotes: "We need clarity and discipline on our agenda, my impression is that things get thrown out by individual Board members who see something that is bothering them, they bring it forward and it leads to a very inefficient Board discussion." Another said, "We should insist on a monthly retreat until we know the top five priorities of the University and we stay focused on them." That is the threat of having to be together on a monthly basis off-site, I suspect that is probably too steep of a price for anyone to pay; that is not a comment on this particular Board. Another person said, "The biggest problem is that we don't have much say about what comes before the Board, we need to help shape the agenda, and we need better ability to plan and set direction. Then we need to make sure, given the nature of the issue, that we leave time for dialogue and for discussion." "We need a better atmosphere for better discussion," commented one trustee. Another said, "Too much time in show and tell." A third said, "We don't have enough healthy in-depth debate of the issues." This is also a step you can take through relatively simple changes in the architecture of your Board meetings.

What changes should we make in respect to the Board chair? Twelve of the eighteen trustees favor that the chair serve for more than one year; seven of you explicitly proposed that the person be elected. In terms of serving more than one year people commented, "We need continuity." Another said, "A one-year term weakens the chair and strengthens the chief executive in ways that are not healthy." A third said, "What we are doing is a disaster, yearly rotation with no discussion." With respect to the process, people asked for a "democratic process" where we "come together to select someone … that we have a systematic succession plan so that we not find ourselves in a position each year where we ask how do we get this done. Perhaps we establish an executive committee both to manage the work of the Board and to provide a counter weight to the chair or a focal for the chair and the president."

There were four people who were quite clear that a one-year term would be beneficial. In fact, two offered these comments: "despite some obvious defects, I would preserve the one-year term." Another person said, "No one should serve two or three terms, it leads to dominating the Board."

Looking at your sister institutions -- above the black line is your one absolute twin -- the University of Michigan. It is a system where people serve for one year and they cannot be reelected. Below the line are all the other public Big Ten's which allow the possibility for service beyond one year: at Wisconsin it is a one-year term, normally for two years; at Penn State a one-year term, typically for three years; at Illinois it is a one-year term with no limit -- and the current chair is in the sixth year; two years with no reelection possible at Michigan State and Indiana; and a two-year term with reelection possible at Purdue, Iowa, and Minnesota -- the last two are normally a one two-year term. You might note, for better or worse, the present chair of Purdue University has been in that office for ten years.

I would like to close with some next steps. It seems to me that in the very short-term you need to think about review and as you define as appropriate, either revise or reaffirm how you select the chair, the term of the chair, and the role. I think that needs to be done sooner than later, both because it is an issue that has festered within the Board, and it is an issue that will be salient as you go forward with the presidential search.

Over the course of the first quarter of 2007, I would hope, through Board workshops, retreats, meetings, and task forces, we could accomplish what is below the second line. We need to achieve consensus on what are the main things, what issues will drive your agenda, and what decisions will be most important. Have an annual decision agenda and work plan, and allocate time in advance to preempt parts of your Board meetings to ensure that those issues are addressed first and everything else accommodated to those preemptively important issues -- those issues of paramount significance. To create a dashboard of performance metrics or critical performance indicators that will assure you that all is well, the vital life signs of the institution are healthy, and if not they should be investigated. If they are healthy, there is no need to delve into operational areas, whether that is budget, finance, admissions, research or any other part of the University as long as we have data to indicate that the University operates within established parameters.

In light of the transition of executive leadership, it would be useful to establish the criteria and process for a CEO evaluation that would be inclusive of all Board members and that would allow Board members to participate in the development of the criteria, the sources of evidence, and have some feedback on the tenor of the conclusions. It is useful to cohere to develop a team to have a statement of mutual expectations and many boards do. This is what we ask of each other, this is what we expect of one another, and this is the code of conduct by which we will live -- with respect to issues of confidentiality, communication, interactions with management, and interactions with the public at large – and a general agreement on how we will behave.

We might consider the development and enactment of some type of Board assessment and there are numerous ways to do this. It can be done meeting to meeting, it can be done through self-evaluation, and it can be done by setting annual goals for the Board and measuring how well we do that. Certainly some consideration should be given to altering the meeting format to increase dialog within the Board, to allow more opportunity for discussion and less time for one-way communication. Finally, to reexamine the committee structure of the Board and see if it is an impediment to do the work that is necessary or, in fact, facilitates that.

This is a snapshot of one moment in time; a snapshot that was basically taken in October and November of 2006. The movie should look even better than the snapshot, because it is quite clear that this Board has the determination, the will, and the desire to be still more effective and a better partner to the president and the University. The dedication and loyalty is unmistakably clear to an outsider and now it is a question, Mr. Chairman, of how we proceed to reach those admirable and lofty objectives. Thank you.

Judge Duncan:

Thank you very much. Does anyone have any discussion on the items that Dr. Chait has related to us?

Ms. Hendricks:

This last group of first quarter retreat items … if any one of us had "a to do list" all the work that had to be done … what we might go and do. A question that I would have is in terms of process, how to go about them? There are so many things, that my sense would be that if we all got into a room it would be a disaster. We would start down the list and there would be so many different views. Is this something you would tackle one at a time or divide up the groups to bring in a work product to have something to start with? Have you done this before and how do you do this? It is overwhelming. I think we would all agree that these are all things that need to be done.

Dr. Chait:

I can appreciate that. It surely seems to be overwhelming. You should be reassured to know that many boards have been able to tackle an agenda of that comparability within a three- to six-month period of time. It has both elements that you suggested. It has an element of collective discussion, where we gain the points of view that people have and an overall sense of priorities and values, and then have workgroups that develop work products. A lot of that can be accomplished off-site in small workgroups, some of that work can be done in advance of an off-site, and some of it can be done afterward. You do not start from scratch. There are templates of dashboards, there are templates of statements of mutual expectations, and there are templates of decision agendas. I don't want to say that it is plug-and-play; there are frameworks that are already available, so you don't have to invent the software.

Mr. McFerson:

Let me follow-up on that. So we continue dialoging however long this actually takes each month to get there?

Dr. Chait:

Yes. I am going to give you an answer that is probably very predictable from a faculty member in real life. One never really gets there, because there are always opportunities to do better. If you are asked, "How long does the booster rocket stage last?" Usually you can see discernable differences within three to six months, because, as I suggested to Ms. Hendricks, there is a lot of low hanging fruit. There are ways to create efficiencies in board meetings and free time for dialogue that do not take a rocket scientist, they just take a governance scientist and that is a much lower-level of intellectual order. You can see marked differences in a two- to three-year period of time. In other words, the difference I would say, Mr. McFerson, is that initially you can see change in the way in which we do business. Shortly after that, you can see the qualitative benefits of that and three years out no one can imagine that we ever did business the way we once did.

Mr. McFerson:

With regard to getting some of this out of the way or accomplished, do you organize some task forces of the Board? Do you have three or four Board members go off and come back with recommendations for the full Board to consider and deliberate, as opposed to having the entire Board do all of this together?

Dr. Chait:

As I said before, there is a mix and optimal circumstances. In my view, certain ground work can be done in terms of the production of templates by people not on the Board, but people who are outsiders -- consultants. Then, ideally, the Board would meet in some off-site or retreat from 24-36 hours where -- both in work groups and plenary session -- a lot of the ground work that has been done can be processed. Also some of the issues that are not appropriate for an outsider to determine -- for example, substance and content of a decision agenda or the issues that matter most -- can be done through a combination of plenary activity and break out, but over a sustained and contained period of time.

Whether you call it an advance, a retreat, or an off-site, every member of the Board commits to be there from start to finish. You can accomplish a great deal over a 36-48-hour time frame. If you think about how much time you actually spend together as a Board over the course of a year, to spend two full days together is in the neighborhood of 25-30% of the total amount of time that you are together during the course of the year.

Mr. McFerson:

That makes a lot of sense to me. With some work done by consultants and outsiders rather quickly and then with a retreat or this 36- to 48-hour meeting, we could get well down this road in a few months as I understand you.

Dr. Chait:

Yes. Advance work, sweat equity, and follow-through. Again, I am sure there will be, and should be, different points of view expressed. The collective appetite of this Board is so palpable and discernable, and you have an extraordinary impetus to do this because you are about to launch a search for a president. The more earnest the Board's efforts, the better and deeper the quality of the pool will be.

Judge Duncan:

Do we have a consensus that there should be such a meeting in the first quarter of calendar 2007? Does anyone disagree with that? We will go about the challenge of getting schedules to accommodate such a meeting.

Dr. Chait:

You are welcome to meet in Boston in February.

Judge Duncan:

Not in February! Why don't we ask the committee that has been appointed to liaison with you, to do the preliminary work or make the preliminary assignments in order to prepare for the meeting, which we hope to schedule? Is that fair with everyone?

Ms. Shackelford:

As you do your work, it is very easy to go from the least controversial issues to the most controversial, rather than the reverse order. How do you approach that? If you are coming in to work with us, would you go to what you think is the highest priority, but could be the most difficult issue?

Dr. Chait:

In terms of the Board's work?

Ms. Shackelford:

Pulling them together to work together.

Dr. Chait:

It is kind of you to ask. I do have a philosophical posture. It is not an immovable posture, but, I believe, nothing succeeds like success. First, we go after the low hanging fruit. It does not take a lot of work to develop and utilize a consent agenda, to develop a statement of mutual expectation that we all agree to, and to develop a dashboard for performance. If you thought about the other end of the spectrum, to change the entire committee structure of a board is a significant proposition and could lead to disagreement and there are issues in the middle. I think what we first want to do is get traction and let's have some small victories. Teams often gel best when they have some sense of momentum and we see that the changes are beneficial. I would tend to start where we can make the most progress the most quickly.

Dr. Cloyd:

Dr. Chait, in working with a number of public university boards, you started with the ideal and you provided our self-assessment and developed a list of actions. Did we miss anything important in the recommended actions and next steps? Are we missing anything that would be important to getting to that ideal state?

Dr. Chait:

No, because the list was generated by this group. I think not. I think you identified the most powerful levers to change the Board's behavior and improve its conduct. There may be a few issues that some of you did not raise -- and maybe because it is not problematic -- that have to do with the nature, the volume, and the content of the information on which you act. That is something that would really take examination. A scan of my eye suggests that, like many boards, you have these hernia-inducing notebooks that are very thick, and more and more boards are realizing that they don't need information, they need the meaning that is derived from information. That was one issue that was not mentioned. I am not in the position to say that it is not an issue, because it isn't a problem or, in fact, it was an oversight.

Judge Duncan:

Dr. Chait, one of the other challenges that this Board has is the oversight in governance of an extremely large medical center with five hospitals. I wonder if there is any different approach or other approach that we need to do in order to review our relationships and responsibilities regarding that. I am sure this isn't a problem exclusive to Ohio State.

Dr. Chait:

It is not exclusive to Ohio State. The two boards with which I have worked most intensely, and recently, both have medical schools. It takes a combination of attributes or elements. One is that there is a group on the board that invests as much time in the oversight of the medical center as the rest of the board does to the rest of the university. That is not a surprise, because, in a sense, if you look at revenue streams, it is all 50-50.

Second, some boards do have more medical expertise on the board. There are boards that have three or four people on the board whom themselves are physicians, executives in pharmaceuticals, or executives in the hospital and health care arena. That is different than institutions that do not. There is an understandable and proper overweighting of people with that expertise.

The third is that it requires some systematic effort to make sure that if there are egregious-knowledge gaps on the board -- that there are members of the board that simply don't understand the business model of academic medicine -- that those people be provided with the opportunity to close that gap. I guess I would say in the same way that someone's prior walk of life never led them to financial literacy, they need to have that opportunity in order to be a fully effective board member. There has to be some basic level of medical literacy. I don't mean that as a physician, I mean understanding the economics and dynamics of academic health centers.

Judge Duncan:

I understand from the rest of our Board members that that subject will be a part of our discussion at our conference, which is yet to be scheduled and, hopefully, we will get to that.

I think the other part of your presentation had to do with the selection of leadership. Right now our officers are: chair, vice chair, secretary, and treasurer. You have put up a number of examples. I wonder if the Board has any thoughts to a process we could go through that would lead us to finding a way by which we could come to some conclusions about the matter of the leadership. I would entertain any thoughts that members of this Board would have about that.

Ms. Hendricks:

You talk specifically about the chair. In talking with several other universities, my sense was that we should take a look at the whole leadership structure. I don't know how the rest of the Big Ten is, I only talked to Penn State and they use the vice chair as the next in line, so that if anything happens to the chair they have continuity.

Then the question is an executive committee -- who is on it? In many cases, it is the past chair, the chair, and the vice chair. As our Board gets larger, it seems to me that we need to look at those three things together -- chair, vice chair, and a governance or executive committee, and who those players are. I think they go together as the leadership and that should be thought through as we do this rather than, "let's just pick a chair." Without that structure under it, it is almost assumptive then the chair goes in and makes all the decisions. I think that goes together. That would be my thought, as we talk about the topic of leadership.

Dr. Chait:

It goes back to a part embedded in Ms. Shackelford's question. It is difficult to feel yourself a team, if you have no idea how the leaders of the team are chosen or no systematic approach that is not dependent upon individuals, personalities, and moments in time. I don't mean to analogize glibly, but if we all thought the President of the United States was selected by someone, but, we are not sure, every now and then it would be a chaotic set of circumstances.

Having some institutional succession plan, whatever the particulars, is probably the most important. Some succession plans naturally lead into the suggestion you made that there be an heir apparent, that there be a presumptive assumption that the person who is vice chair will be chair, and the person who is chair will be past chair. Often those three people, do make up part of an executive committee.

Executive committees are more common as boards grow larger and they have both pluses and minuses. Executive committees can become either intentionally or accidentally inner circles that are impenetrable by the rest of the board and can become preemptory. The very best executive committees actually enable and manage the work of the board, and guide the work of the board in ways that are very useful.

I carry no brief to determine exactly what you should do. The only comment that I would make -- and that is with an ear-to-ear smile -- is I couldn't help but notice that on that chart you were alone with the University of Michigan. That, in of itself, would probably be enough to frighten you into something else. You probably don't like being alone just with the Wolverines.

Mr. Brass:

Dick, actually I proposed this and it is related to a lot of things you had up there about effective boards. I know you said looking at committee structures is something that you would put off, but, in your experience, is it common practice these days to have a committee on trusteeship? It seems to me that a lot of those items fall into that category of the work of such a committee.

Dr. Chait:

That it is. Absolutely. It is not only more and more commonplace in a not-for-profit sector; now it is almost de rigueur in the private sector. Publicly-traded boards almost invariably have some governance committee.

If we are going to be a team, there has to be a committee whose charge is to cultivate the welfare of the group and make sure the group functions well. It also gives the committee the opportunity to maximize the contribution of the individual. In those rare instances where individuals under-perform -- or worse, are dysfunctional or counter-productive -- the governance committee is the group that is best situated to recon with that. It should never fall to the executive. It is difficult to assign that to just the chair of the board, because then it becomes a one-to-one conversation rather than a committee in a conversation with an individual to determine how that individual can be a more constructive member of the team.

Mr. Borror:

Professor Chait, this is my fifth year on the Board, and one of the problems I've seen is the one-year chair and the ability of the one-year chair to, in effect, set their own agenda and work individually. It hasn't been particularly effective as we have seen. A fear is that if we go to a longer term or a term that allows even greater tenure and centralized even more power with a more disconnected Board, that we have just done the same thing but we have given it more legs. How do we prevent that from happening, so that we can have the inclusivity while we have better direction?

Dr. Chait:

That is a wonderful question. We go back to one of the earlier comments I made. One of the most important and consequential decisions boards make are what questions we should ask and what problems should we pursue. In my judgment, the best boards are boards that suggest problems for management to ponder, rather than just ponder solutions to problems to management to service. If the Board does that collectively, in the best sense, it mitigates the power of a chair. Because the collective board with the executive say, "These are the five most important issues that we as a group plan to address and that is not subject to preemption by an individual." The use of an executive committee is another way to soften the potential effect.

I suspect when you choose a new chief executive that that individual will not be without opinion about what issues should come before the Board or take precedence. It is not the work or role of a chair -- and I say that irrespectful of who emerges -- to determine what is most important for a board to do. The role of the chair is to make sure that the board does the work that the board determines to be most important.

If the chair does act in a preemptive way, then I would resort to "shame on you." You simply should not let that happen. It is not about one person's agenda for this University. From the vantage point of a president, what you are looking for is consensus within the Board that these are the issues we want to devote time and attention to, and arguably the most authoritative and important minds in the University community to wrap around these issues. In the corporate sector could you imagine if you had not just a new chair each year, but each year the new chair changed the rules and said, "I know last year was market share, but this year it is going to be a return on equity," and then the next chair says, "You know corporate social responsibility is to be at the top of the agenda." That is a tough way to dance.

Judge Duncan:

It seems to me this whole notion of the selection of the officers is a delicate matter, which reasonable persons can come to differing conclusions.

Dr. Chait:

Absolutely, you saw a myriad of models. The University of Michigan and Ohio State have one model, and they are both excellent universities. Other institutions have chosen a different model.

Judge Duncan:

I must candidly state my view -- which is one man's view -- that we should have an elected chair and that chair should serve multi-years. I know that may not be the opinion that carries the day, but it does seem to me that it is important to the search that we resolve this issue in the short-term. What I would suggest is that we present this matter to the Chait Liaison Committee. I will meet with them and they will be charged with the responsibility of bringing back a recommendation at the next meeting regarding a process and substance of how we resolve the issue of leadership and when. Board members can react to that. If that works, we can do that; if not, let's hear some other ideas?

Mr. Brass:

Judge, I would concur fully with you. When you think through the process over the next 120-days that we have to go through -- the partnership of the new CEO, whoever he or she may be, and that particular chairperson, whoever he or she may be -- it is going to be critical to the success over the next two or three years as we drive to new strategic developments. Dr. Chait, the question that I would have for you -- in light of that partnership and your earlier comments of let's "pick-off some of the low hanging fruit" on the recommendations – is what would be those three or four items that we should stay exceptionally focused on over the next 120-days?

Dr. Chait:

There is one bucket of activity that is so easy to execute and those would be dashboards and consent agendas, and statements of mutual expectations.

Second, given the transitional moment in executive leadership, it is important that this issue about the chair be resolved. It will have a significant effect on the relative attractiveness of the position. I am sure you can appreciate when people come forward as candidates for the presidency of a large complex university, what they are trying to do in some fashion is minimize as many variables as possible. Who will be the chair, for how long, and who will be my first professional relationship is terribly important.

Third, it would be useful if we could manage an off-site meeting for the Board to have an approximation of the decision drivers, strategic issues, or strategic priorities that come to the top of the list. They may not remain that way after you have conversations with candidates and, ultimately, with the finalist whom you select, but to be able to say in our best collective judgment these are the four or five issues that are most likely to occupy the lion's share of this Board's time because they are the most significant issues. This also gives candidates some assurance that a single member of the Board will not be in a strong position to make a case that number six should be number one.

Finally, I would suggest that the Board demonstrate the willingness to be self-reflective. This is best demonstrated through an agreement on some process going forward that ensures systematic evaluation of the Board's performance and feedback, to and from the president, about that working relationship.

Mr. Fisher:

You have four critical line item focus points that you would recommend to us as a Board that we stay focused on for the next 120 days. Do you believe that all four of those are doable and deliverable within those 120-days?

Dr. Chait:

They are if this Board matches its rhetoric of urgency with action. It is not, if the Board disappears.

Mr. Shumate:

First of all, I would like to commend you on your report and thank you for your excellent presentation. As I think about developing into a very effective, high-performance Board, it is one thing to talk about structure and procedures as practices. Can you comment, based on your experience, about how a board develops a culture that leads to the success and high performance that we all want to achieve?

Dr. Chait:

Mr. Shumate, it actually turns out -- and I say this both on the basis of experience and research, not only research that I have conducted but research that was just done in a very sophisticated way in large hospitals and health care systems -- that the most powerful, predictive variable of organizational success related to a board is the quality of the board's culture, not the nature of the board's architecture. It comes from: 1) an explicit recognition of what you just said; 2) a willingness to experiment and not think that all actions are for all times; and 3) a heightened consciousness on everyone's part to support that culture.

It means that you would be saying to your colleagues -- whether you are chairing a committee or chairing the board or you are just a member of the committee or the board -- we have not heard from X, or does anyone have a different opinion on that issue? Dr. Cloyd earlier asked if this Board had a blind spot on this issue? Is there a better way to think about this question? Is this problem the right problem?

What happens is boards develop what I would call a "robotic culture," because they enter into conversations at points when the issues are on the table. By that point, sophisticated managers have already, and rightly so, determined that this is the best way to proceed. It is in the formulation of the issues and the problems to be addressed.

What I said earlier, what should management ponder so that you develop a culture of inquiry? That culture of inquiry comes from having less parochialism and trying to understand how other institutions and organizations have approached some of these problems. It is about looking backward, as well as forward and trying to learn lessons from the past. Be retrospective or forensic, not just futuristic in thinking what did we learn from that experience? What did we learn from the last strategic plan? What did we learn from the last executive tenure? What did we learn from the last budget cycle? How can we bring those lessons forward? It is being quite self-conscious about the culture of the board and being attentive to whether people participate. People participate through inquiry rather than insertion. The board should ensure that the collective mind and the collective voice of the board is what drives the culture, and not the power of a single person or personality.

Mr. Wexner:

If I had a unique product and that product was very successful, I could have a successful enterprise and a really bad board; or I might even have a very terrific board, a bad chief executive, and a very good product would carry this success. I'm of two minds. I think it is a tough question but a fair one. If we look at Michigan and they elect a chair every year, you are looking at a very different institution that has had different chief executives and the board is elected by public vote in the state. So my view is, in spite of the board, the university has probably been successful. That is my opinion. I know Michigan alums, I have known Michigan presidents, and I have known Michigan trustees, and they think they have the stupidest system in the world and it gets in their way. But you would say that they produce great results, in spite of it.

What I am trying to demonstrate is our situation -- that governors appoint our Board, we don't perpetuate ourselves -- the term is nine years. We are where we are reputationally with chief executives, in terms of product, and these other categories. It would be helpful to me, if you would say – and I am not looking for an immediate answer – "I think that the ones you should look at are Penn State" or "don't look at Penn State, they were successful in spite of their system" or "you should really look at Cornell because they have 36 trustees, 18 are appointed and 18 are appointed by the board for skill sets."

I can't heal myself. This is your career and if you are constantly looking at this combination -- the institution, its CEO, and its board -- I could invent a wacky model. I think it would be helpful to me, because you spent time with us if you could say, "I think you should think about this or that." Maybe it is an "A or a B or maybe two A's and the B's look like this," just some fodder for us to play with. I think that would expedite my thinking.

Dr. Chait:

I think what we might consider is how to expand the inventory of options that are available that could grow in this culture, because there is a lot of tissue rejection in my experience of even terrific ideas that don't suite one culture or another culture. To export an entire model would be ill advised. To expose you to a number of elements that seem to work in certain environments and understand why, then you can see whether those practices can grow and be cultivated in the soil of The Ohio State University is the issue. It comes back to what Mr. Shumate said, the best boards are ones who have a distinctive culture and then they adapt their practices to that culture. At another time, I could explain what some of the variables are. But as you can imagine -- whether public or private, large or small, whether it is dominated by men or women, whether it is an affluent institution or not -- all of those issues matter immensely in determining what works in a particular organizational environment.

Mr. Wexner:

I just want to follow along. You have interviewed everyone here and spent time with this group, so you may not make a perfect tailor-made suit, but my hope is that you have some feeling for us and our institution.

Dr. Chait:

Absolutely.

Judge Duncan:

Very well, unless I hear something to the contrary, what we will do is ask the Chait Liaison Committee to consider and give us a status report and recommendation regarding the selection of officers at the next meeting. If anybody objects to this, now is the time to say so. On that Committee is Karen Hendricks, as chair, Wally O'Dell, Brian Hick, Les Wexner, John Ong, Teckie Shackelford, and Dimon McFerson.

Mr. Wexner:

One question on that, if work could be done sufficiently in time that would allow a two-day retreat before our February meeting, would you want to have any discussion of this at that retreat?

Judge Duncan:

It is a matter of scheduling and, sure, if we can do that, let's try it.

Dr. Chait:

Thank you, Mr. Chairman and members of the Board. I just want to reiterate that I would not be able to report this information to you had you not provided such valuable input to the conversation.

Judge Duncan:

Thank you for your candid discussion and thank you, Board members, for your participation on this very important topic.

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Judge Duncan reconvened the meeting at 1:30 pm.

Present: Robert M. Duncan, Chairman, Karen L. Hendricks, Dimon R. McFerson, G. Gil Cloyd, Jo Ann Davidson, Douglas G. Borror, Leslie H. Wexner, Walden W. O'Dell, Alex Shumate, Brian K. Hicks, John C. Fisher, Alan W. Brass, Thekla R. Shackelford, Yoonhee P. Ha, and Christopher Alvarez-Breckenridge.

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PRESIDENT'S REPORT

President Karen A. Holbrook:

Let me start out by giving you some good news about the University. Seventeen of our faculty have been elected as fellows of the American Association for the Advancement of Science. This makes Ohio State among the four most universities having faculty recognized for their expertise in science, and also making Ohio State one of the largest contingents of AAAS fellows in the nation.

Dr. Evelyn Freeman, dean and director of the Mansfield campus, recently received the Distinguished Service Award from the National Council of Teachers of English, a group devoted to improving the teaching and learning of English and language arts at all levels of education. The award is given every year to someone who has performed valuable professional service, both within the Council and outside, including scholarly or academic distinction at any level, distinguished use of language, and excellence in teaching. Evie, congratulations.

Dr. Donna Berlin, professor of Mathematics, Science, and Technology Education, received the 2006 Mallinson Distinguished Service Award from the School Science and Mathematics Association, a professional organization for college and K-12 grade level teachers and educators around the world. This award recognizes Dr. Berlin's skills in developing teachers and teacher educators for leadership roles and for her pursuit of excellence in science and math teaching, learning and leadership.

The Student Family Community Center at Buckeye Village recently won a design award from the American Institute of Architects. This is a 28,000-square-foot facility that opened last January, to provide childcare to 100 children and a community center that serves 400 student residents and their families. The building was designed by Acock Associates Architects and managed by Ruth Miller, project manager from Facilities Design and Construction.

Finally, I am delighted to note that Yoonhee Ha, our Student Trustee, has received yet another honor. She has been selected as a 2007 Marshall

Scholar and is the first Ohio State student chosen for this prestigious scholarship since 1997. Yoonhee is also the only student to have ever received both the Marshall and the Truman Scholarships, which she received when she was a junior. In all, Yoonhee has received 26 merit scholarships, including the Walter Rudin Jr. Scholarship, presented by the Fisher College of Business, to the most outstanding junior.

Yoonhee is double majoring in microbiology and finance, with minors in Korean and political science. She intends to go to the University of London School of Hygiene and Tropical Medicine next fall to study public health.

Please join me in a round of applause for Yoonhee and for all of our faculty and award winners. I understand that Yoonhee would like to make some remarks and we would be delighted to hear from her.

Ms. Ha:

Thank you, President Holbrook. I think it is important for me to say that all I did was fill out the application and sit through the interviews. I had so many people that encouraged me -- everyone at the Collegium, all of my professors, and many of the administrators here today. They ran me through so many mock interviews, read over my application, and gave me lots of coaching advice and encouragement. I would have never made it through the process without them.

I think that it is also very important to say thank you to my parents who are here today. My parents are my biggest supporters and have been through every success and failure with me. They have always put their three children before anything else in their life, which they put on hold. Everyday that they see me and everyday that I talk to them on the phone, they tell me that they love me. They always help me to see the bigger picture and the important things in life. When I am up too late and I call them, they say "isn't it past your bedtime?" which happens a lot. I just want to say thank you so much to my parents. I love you and thank you very much.

President Holbrook:

Thank you, Yoonhee. We are very proud of you, not just for what you have accomplished, but for who you are as a person as well.

I want to remark about a wonderful experience I recently had. During International Education week, I was honored to be one of twelve presidents invited by the Secretary of Education Margaret Spellings, from the United States Department of Education, and her staff, as well as the Assistant Secretary for State of Educational Cultural Affairs Dina Powell, and her staff, to travel to Japan, Korea, and China, for the express purpose of promoting U.S. higher education overseas. Specifically, to invite more international students to study at our universities and to assure our colleagues in these three countries that we value the opportunities that they make available at their institutions to our students.

A group of presidents was selected from public/private research universities, private liberal arts colleges, and community colleges in order to represent the richness and the diversity of the educational opportunities that are available in our more than 4,000 universities in the United States. In Tokyo, Seoul, Kyoto, and Beijing, we met with ministers of education and other government officials, legislators, ambassadors, counsel generals, deputy chiefs of mission, American chambers of commerce, members who are business leaders in the community, university presidents, former Fulbright fellows, alumni of our institutions, students, and members of the press. We met in official offices, hotels, ambassador residences, embassy education centers, and universities to provide formal presentations to take part in receptions, press conferences, roundtable discussions with leaders, and, at times, web chats.

Programs for administrators, faculty, and students were held at Waseda University in Tokyo, a school that has 54,000 students; Samsung-dong University in Seoul, which has 22,000 students; Beijing Normal, which has 15,000 students plus 10,000 adult and continuing education on-line students; and Tsinghua University in Beijing. Dinner one evening was held at the Tsinghua Science Center, which was a spectacular experience. We think of research parks in this nation as nice areas and flat buildings, but this Center is right in the heart of Beijing. It is nothing but a series of unbelievable skyscrapers that are part of this research park with a central conference center.

Each one of us on the team was assigned a specific presentation. My role was to be the lead university speaker at Samsung-dong University in Seoul. I was to be one of two or three presidents to participate with the secretaries at press conferences in Tokyo and Beijing, and to take part in other roundtable discussions.

Samsung-dong University is a private university and was founded in 1398. It is now 20% owned and managed by the Samsung Corporation, and subsidized by the government and related organizations for only 25% of its budget. Again, it is not funded much by the government. Tuition and fees support 40% of the budget.

The university describes itself as transforming for the global age, combining Korea's confutations tradition with the latest trends in higher education. In 2005, the Ministry of Education designated Samsung-dong University as one of the most innovative in terms of education reform. Its goal is the search for truth and the establishment of social justice. As part of their 20/10 plan, they are now promoting international student and faculty exchange, and they have a new international student dormitory.

There were 58,847 Koreans who studied in the United States last year. Korea is the third country of origin of international students, behind India and China. The total number of international students in the United States last year was 564,700, and Korea ranks among the top five countries sending students to The Ohio State University.

We had an interesting background briefing for the Tokyo press conference. We learned that Japan has a 100% literacy rate, they have the second largest educational system in the developed world, and they have 124 daily newspapers with a circulation of over 70 million copies. This is a country slightly smaller than the state of California. The reporters all attending the press conference represented the six largest newspapers in Japan, and all of them had bureaus in our major U.S. cities.

One evening following a reception, the twelve presidents had the opportunity to meet with Secretary Spellings to talk about the Spellings Commission Report. I thought it would be useful to say that she was entirely open to our criticisms and comments, and very much interested in the things we care about in higher education that may not have come out in the Report.

In each country, we delivered several key messages: 1) the United States welcomes foreign students; 2) education is an important part of our bilateral relationship with the countries that we visited; 3) the United States is a premiere destination for educational opportunities; and 4) our universities welcome collaboration, partnerships, and exchanges with foreign universities. We also stressed that an international experience is essential in today's global environment and we must work together to prepare our students. We also emphasized that the total number of student and visa exchanges has reached an all-time high, up 15% over last year. Of the people who apply for visas to come to this country, 97% receive their visa within two days. That is something that is little known.

The biggest increases in the numbers of visas come from Korea, China, and India in that order. In 2004, the number of visas approved for students to come to The Ohio State University was 87% of those who applied and 13% were turned down. Last year and the year before, we were at 98% and 99%. Most of the students who want to come here have the opportunity to do so.

We also emphasized the number of funded programs for exchanges of international students through the Fulbright student, the Fulbright scholar, the Fulbright senior specialist, the Gilman students, the Gilman scholars, and the Fulbright Hayes. There are a number of mechanisms available, that people are not aware of that they probably should be, that will help students and scholars come to this country.

Foreign students also contribute $14 billion annually to the economy of the United States. We also emphasize the problems that have yet to be resolved as we transfer students in both directions: 1) the transfer of credits from the United States' universities to home institutions -- it is still problematic in many countries; 2) the recognition of foreign universities as bona fide universities within certain countries, and bona fide from the standpoint that they receive a tax exemption to operate on foreign soil; and 3) the recognition that there are universities in this country that are not the big name universities. Everywhere we went students would ask how do they get into Stanford, Yale, and Harvard. Our response was, figure out what you want to do and find the right faculty and the universities that are going to make a difference for you and your careers, not simply the big name universities. Language proficiency is one of the biggest barriers of students going in both directions.

Let me conclude with just a few statistics about our own international programs. At the end of September, *Business First* published an article pointing out that there has been a major rebound in international student enrollment following 9/11. At Ohio State, we have 500 students from India and 3,200 more students from Turkey, China, Taiwan, Korea, and 70 other countries. We have 1,600 visiting scholars. In fact, we rank 9th in the nation in the number of international students coming to our University among public universities. The bulk of our students are in graduate programs and yet we have about 19.6% of our undergraduate students going abroad in international study programs and we are very proud of that.

We have more than 350 signed agreements between The Ohio State University and foreign institutions. Not all of those are functional, but at least we have signed agreements. We have more than 550 students majoring in international studies, more than two-thirds of our faculty either are or have been engaged in international research, we offer more than 30 languages with more than 600 language courses, and we are first in the nation in Chinese language programs.

We celebrated our success this year by having an International Scholar Expo. This was a first of its kind to recognize our international scholars and what they are doing on this campus, and the first ever reception to honor our Fulbright and Fulbright Hayes recipients. We have had 76 Fulbright Fellows study at Ohio State, and 45 Fulbright Scholars have either taught or conducted research, and there is a difference between fellows and scholars. Forty-one of our faculty have been Fulbright Scholars and this year we have two new Fulbright awards to allow: 1) Kirk Denton, from East Asian Languages and Literatures, to go to Tsinghua University; and 2) Richard Sayre, from Plant Cellular and Molecular Biology, to go to the University of Sao Paulo, Brazil, for a few weeks to lecture.

Let me just close with one of my favorite quotes that summarizes what I think of international education. This comes from The Institute of International Education and is one that they use on their annual report each year. I quote, "Peace and prosperity around the world depend on increasing the capacity of people to think and work on a global and intercultural basis. As technology opens borders, educational and professional exchange opens minds." Thank you very much.

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COMMITTEE REPORTS

Judge Duncan:

I would like to call for committee reports and will call on Mr. McFerson for the Medical Center Affairs Committee report.

Mr. McFerson:

Thank you, Mr. Chairman. Yesterday the Medical Center Affairs Committee met at 1:00 pm at the Longaberger Alumni House. First we began with a report from Dr. Sanfilippo with regard to people and programs. Those matters will be presented on the consent agenda today. We had a few renewals of chairs, approval of a center, and amendments to the *University Hospitals Board Bylaws* -- items #1, #2 and #5 on the consent agenda.

We heard a report from Mr. Pete Geier. He reported that particle therapy has been tabled and is no longer going to be pursued because of the inability to finance it outside the University and other priorities. We had some dialogue on that matter.

We had a presentation from the Chief Financial Officer of the Medical Center, John Stone, who discussed the revised Health System budget. We concluded with Eric Kunz, who gave us an update on the Master Space Plan and the issues surrounding that, as well as presenting routine capital projects that have been referred to the Fiscal Affairs Committee. These items will be discussed in just a few moments -- items #10 and #11 – and are on the consent agenda.

We then went into Executive Session to discuss matters that need to be kept confidential under state statute. That concludes the report.

Judge Duncan:

Do we have any questions or discussion? If not, the Audit Committee report is next. Mr. Schottenstein, chair of the Audit Committee, was here earlier but had to leave, so I will give a brief report on that meeting. The Audit Committee met yesterday afternoon with all members present.

We had two important items of business. First, the Committee reviewed a financial audit presentation by Ms. Russell and representatives from our independent auditors, Deloitte and Touche. It is a well-documented display of the financial accounting posture of the University. Next, the Committee heard from the independent auditors regarding the Report of Audit for 2005-2006. Later the Committee passed the resolution accepting the audit and recommends passage of the resolution to this Board, which is on the consent agenda.

Although this is a brief report, the Committee met for more than two hours and was very interactive with a lot of questions and a lot of good discussion regarding our financial controls here at the University.

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COMMITTEES OF THE WHOLE

Judge Duncan:

I will now conduct the Investments, Fiscal Affairs, and Academic and Student Affairs Committees meetings as a committee of the whole. This is somewhat different, because of time and space problems and because we had Dr. Chait in talking with us this morning. So this is an atypical time allotment.

I will first begin with the Investments Committee and call upon Dr. Schroeder for the University Development Report.

INVESTMENTS COMMITTEE MEETING

Dr. James C. Schroeder:

Thank you, Mr. Chairman. I want to bring you up-to-date on the status of private gift support for the University. We are comparing July through October of the current year, with the July through October of 2005, which is in your notebook.

On the first page, you will see gift activity by Donor Type and highlights of that. We continue to show increases in donor counts with a 3% increase this month, compared to the same period last year. The largest dollar increase in this report is in the private foundations category, which reflects $1.9 million actually received in August from the Kravinsky Foundation for the School of Public Health. Other significant net increases include: bequests from alumni is due primarily to a $1.7 million unrestricted bequest from Peter and Pauline Chichilo; gifts from corporations are due to an overall gift activity at the $50,000-level and above; and current giving from non-alumni is due to overall activity at the $100,000 and above levels. The largest decrease is in our non-alumni bequest receipts, which are due to a decrease in activity at the $100,000-plus level.

On the second page, you will see a summary of gifts and commitments. Our gift receipts increased by 13%, while overall activity decreased by 18% over the same period of time as last year. Last month, I reported we were up 6% in gift receipts and down 23% in overall activity. While our gift receipts continue to climb -- and Bill Shkurti always likes to hear that our cash is going up -- we also continue to close the gap on the acquisition of new pledges and new revocable deferred commitments. Last year during the same period of time, we were in the opposite position -- tracking 28% behind in gift receipts, but 13% ahead in total activity.

I would also like to share some information regarding progress toward our current FY 2007 goals. Our total private support goal for this current year is

$296 million. As you may recall, last year we had an actual total activity of $284 million. We estimate that $60 - $65 million of that total will be in private industry grants, leaving approximately $230 - $235 million as our goal for private gift support. Activity through October puts us at 26% of goal, leaving about 74% of goal in the remaining eight months or of goal of averaging approximately $28 million per month going forward. I would be happy to answer any questions.

Mr. McFerson:

We are 26% behind after four months. Is that cause for concern?

Dr. Schroeder:

The months of August and early September generally tend to be down months. We are optimistic that December will be a good month for us as it has been in the past, and then historically we have been fortunate enough to be able to track ahead of pace for the remaining six months of the fiscal year.

Judge Duncan:

Any other questions? If not, thank you very much, Dr. Schroeder. Next, I would like to call on Mr. Al Rodack for the monthly endowment report and information regarding Appointment and Reappointment of Investment Managers.

Mr. Alvin C. Rodack:

Thank you, Mr. Chairman. Under the Investments Committee tab, we have the Monthly Endowment Report Executive Summary and I would like to call your attention to the first page. This presentation is a little different than we have had before and we have separated this page out to better delineate the source of the endowment pool. You will see at the top we have a table for the gifted portion of the endowment and at the bottom we have a table for the operating portion of the endowment.

You can see that the gifted portion represents a little over $1.4 billion and the operating total is a little over $700 million for a total of $2.132 billion. This is an increase of $65 million from the end of September -- this is an October 31 report. This also reflects an increase of $136 million since the beginning of our fiscal year, July 1.

Going to the second page is a characterization of where the assets are invested. We have a total of 56% in domestic equities, an allocation of 10% in international equities, alternatives come out to 14%, and fixed income about 20%. You can see from June to October, the allocation percentages have not changed very much. This will begin to change with the new investment allocation that was approved by this Board at the November meeting, and the start of that will be reflected in the resolution that I will talk about in a moment.

Finally, page three shows the performance of the endowment over the most recent time. The endowment had a very good month in October with a 3.4% return, which about doubled the return we received in the first three months of the year. So you can see for the fiscal year-to-date, the endowment fund was at a 6.5%, which, as we normally expect in a diverse fund endowment, would come in between the other indexes we are using. For the last 12-month period, the endowment is up about 16%. We do have some preliminary numbers for November and it looks like our estimate for the endowment was up about another 2.5%, based on the investment market.

The bottom table delineates the changes that I mentioned before, as far as the value of the endowment during October. We saw about $3.6 million of additions to the endowment and a market value change of almost $66 million, because of the good financial markets we had in October. You can see that year-to-date, we have had almost $40 million of additions and $117 million in market appreciation come to the endowment. I am not going to report on the remainder of this report, but I would take any questions at this point on this section.

Mr. McFerson:

I think you have answered this question before, but for the benefit of the full Board, you have broken down the categories as gifted and operating, and it is almost two-thirds to one-third. You indicated in the past, that this is the way that other universities do their tracking and our reporting is consistent with other universities as we benchmark performance?

Mr. Rodack:

Yes. Based on the question that was asked at the last meeting, we did a survey of public schools during this last month and found a mixed bag. We found quite a few universities that do include operating and we found several public universities that don't. Most of those who don't are prohibited by state law from doing it. We also found a few universities that don't put operating funds in here, but they put other funds in -- like gifted annuities and trust accounts -- which is something that Ohio State does not do. It was a bit of a mixed bag, but it was very common. In fact, many of the benchmark universities that we usually use as peers, in fact, do the same thing we do, as far as moving operating funds into their endowment fund.

Mr. Wexner:

If I remember the notion of the endowed funds -- the gifted funds from the operating funds -- I don't remember seeing that broken out that way before.

Mr. Rodack:

It was done in one big pie chart, as opposed to breaking it out this way. So we had one pie chart labeled, "University Endowment" and "Foundation Endowment," and one pie chart labeled, "Long-term Portfolio." We never used the word "gifted" and the word "operating" in the previous reports.

Mr. Wexner:

I haven't thought about it much, but I think we should report in the most conservative manner. This is something the Committee and staff should think about. I don't know what the standards are, but I would think about that.

Mr. Rodack:

Under Tab Two, we have a resolution before the Board -- Appointment and Reappointment of Investment Managers. The Office of the Treasurer is recommending to the Investments Committee and to the full Board, the hiring of nine new investment managers and the reallocation of monies between existing investment managers.

Of the new managers, five of the managers are under the absolute return category, three are in the venture/ private equity category, and one is in the natural resources category. Behind the resolution is a one-page summary per manager for each of the recommended managers. The absolute return and the private equity managers were recommended by our consultant CliffWater. The Office of the Treasurer did additional due diligence including reviewing the investment manager agreements and interviewing each of the firms. The natural resource manager was identified by the Office of the Treasurer. CliffWater was then asked to complete additional due diligence of the manager and they have concurred with the recommendation.

These hires move the portfolio closer to the new asset allocation targets that were approved by the Board in November. The reallocation of the monies of existing investment managers is the beginning of the process to reach the new asset allocation targets as approved by the Board. With the exception of the private equity/venture category, we plan to have all the new asset allocation targets met over the next six months.

One thing I would point out in the resolution itself, we have identified the new managers in the resolution. The one other change is under the domestic fixed income category where, because we changed the benchmark as part of the investment policy change, we are recommending moving money from the State Street Government Credit Index, which was the old benchmark, into the State Street Aggregate Index, which is a new benchmark. I would be glad to entertain any questions on the resolution.

Judge Duncan:

I do believe that concludes the business. Thank you very much. We will now turn to the Fiscal Affairs agenda and call on Mr. Shkurti and colleagues.

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FISCAL AFFAIRS COMMITTEE MEETING

Mr. William J. Shkurti:

Thank you, Mr. Chairman. I have with me today, Melissa Bellini and Paul Sherwood, from Facilities Operation and Development. This particular report on deferred maintenance is a follow-up to a discussion we had with the Fiscal Affairs Committee in September when reviewing the University's overall capital plan, and we had promised to come back with a more detailed report. In the interest of time, I have asked Melissa to give a summary of what is in her report. But the entire report is in the Board books and I am sure that Melissa and Paul would be glad to respond to any questions on the entire program. I will now turn the microphone over to Melissa.

Ms. Melissa A. Bellini: [PowerPoint presentation]

As Bill indicated, this is a briefing of the full presentation that we were intending to do for the Fiscal Affairs Committee. Before I get started, I want to highlight some special thanks to a couple of Board members. As you can imagine, deferred maintenance and deferred renewal are not the sexiest topics, but there are a couple of Board members who have been especially helpful in developing this program and reestablishing it. Mr. Wexner and Ms. Hendricks, thank you for your support.

Today we are going to talk about what is the nature of the problem, what are we doing about it as a University, what are the remaining barriers that we face as we reestablish this program, and what are the next steps.

I am going to focus on the five-year scenario, since many of you have not seen this update on a regular basis. If you look at the first line, deferred maintenance has been reduced by $23 million over the last five years. To put that into context, we have actually added 32 buildings to the University during that time, with an addition of over 4.9 million gross-square-footage – equivalent of 12 ½ BRT buildings. The deferred maintenance and renewal funding has remained consistent at $19.5 million per year. Over the last five years, we have spent between $36 - $37 million. That has attributed to allowing us to reduce the deferred maintenance, but on a regular basis the facilities group can predict to spend $19.5 million.

The deferred renewal has actually increased by $193 million. This increase is caused by the increase in the number of buildings, the square footage, the complexity of the systems, and the renewal needs. What that means is that as systems age, or the routine maintenance is scheduled for those systems to be maintained, they are not adequately funded at this time so we continue to build that renewal backlog.

The next line is infrastructure and we are going to talk about it in a little more detail later on in the presentation. We have invested some money in infrastructure in the last five years, and have been able to reduce our deferred maintenance backlog by $37 million. On average, given our facilities profile, if we were to only invest the $19.5 million, we would be seeing an increase of $69 million a year. You can see, we have made some strategic investments as a University and, while it has increased by $100 million, it could have gone up by an additional $245 million.

Mr. O'Dell:

What caused the deferred renewal to jump so much in 2006?

Ms. Bellini:

It is the addition of the buildings, the additional square footage, and the system requirements that it brought.

Mr. O'Dell

There was something dramatic this last year. It went from $337 to $462 million?

Ms. Bellini:

We did have a couple of significant buildings added to the inventory, including the BRT and RPAC, and there is actually a list of about twelve buildings that added to that backlog. As soon as they are put on line, there is an automatic system value that is added and a requirement for those systems to be maintained. We also had five buildings hit fifty years of age, which had an impact.

The good news, Ohio State is not alone. Block obsolescence has increased, the national backlog is estimated at $36 billion, and the state-wide estimate is between $3.9 - $5 billion. Ohio State's share of that is estimated at $772 million. None of those numbers include infrastructure, so those benchmarks are only on facilities alone. We have engaged a consultant, Sitelines, who is working with us to build an integrated facilities plan and they have benchmarked some of our peers. There is a slide in the full presentation that shows the size of those institutions and who we benchmark. On average, our peer backlog is $60.75 per square foot, and Ohio State is currently at $32.28 per square foot. So while we are not in the best situation in relation to deferred maintenance and renewal, we are about 47% lower than our peers.

Our last report to the Fiscal Affairs Committee was in March and since that time we have concluded the restructuring of our facilities group. We have integrated four project delivery groups into one and moved the deferred maintenance planning -- it was about a tenth of a person FTE and now it is a full program -- into our planning and real estate group, so it is now integrated with space, capital, and master planning for the University. The infrastructure master plan and a five-year recommendation on capital planning were completed, along with five years worth of infrastructure recommendations. And we began actively participating with the Board of Regents on the statewide capital plan.

What is not up there is that in the last two years we have reestablished our preventive maintenance plan. While it is not fully funded, we are increasing the amount of plan maintenance by reallocating resources and the number of hours committed to planned maintenance has increased from 5,000 to 48,000 a year.

The major projects in the 2007-2012 capital plan are listed on this slide. There are four of these projects on this list that are on the University's top twenty buildings with the largest amount of deferred maintenance -- Means, Brown, Lord and Hughes Halls. There is one additional building that will be moving into construction soon, which is the Ohio Union. While it is not on this list, it is funded by Student Affairs and that project will also address $45 million in deferred maintenance.

I am going to let Paul Sherwood talk about the infrastructure master plan in a minute. Paul is our senior director over the project delivery group and was recently promoted into that position. He currently manages what used to be the equivalent of the University Architect's Office, the Engineer's Office, the Renovation and Construction Office, and the Landscape Architect's Office. We had four different groups doing project delivery on campus and we now only have one group under the direction of one person. This group is fully integrated and Paul is responsible for that as well. He was the project manager on the infrastructure master plan, which took four years, and he has been with the University for eighteen years.

Mr. Paul E. Sherwood:

Thank you. I appreciate the time this afternoon to brief you on this. As Melissa mentioned, we have shortened what we were going to talk through, but there is quite a bit of information in your packets. I am more than happy to talk about any of the specifics as we go through this.

What I wanted to give you is a brief overview. As Melissa mentioned, we did complete the master plan in October 2006, it was a four-year process, and an investment of about $1.6 million to complete. A few of the major drivers for this included taking a comprehensive approach to the infrastructure and the development across the campus. It was not individual projects that we were tagging onto the infrastructure, but, more or less, a larger approach to that. This also took into account the overall best interest of the University and, again, was not project specific.

We did include all stakeholders including the auxiliaries, so we did gain input from Athletics, Student Affairs, and others. Again, the impetus for this was integrated planning. We wanted to do this better and smarter for the University, so we can spend the money in a much more efficient manner and put the dollars where they need to be. As we move forward from this, some of the findings that we got in the report are being validated as we get closer to construction. We have engineering staff and we are literally pulling the best and brightest from our group. In the new structure of Facilities Operations and Development, this allows us to bring the right people into the room and make these decisions and recommendations to move forward.

The master plan itself was broken down into three distinct categories. Again, we established these to strategically recognize that we want to be able to track, monitor, and update these different projects. Those three categories specifically were: infrastructure, replacement, and renovation. Again this ties back into the deferred maintenance program, so that we could get a handle on capacity improvements. New development on campus was actually driving our need to add capacity to the campus in our utilities. Then the support of the Medical Center Master Plan implementation and making sure we had that covered.

The first five years breaks down into those three categories that I talked about. Right now the deferred maintenance and renewal issues are categorized at over $100 million and include electrical distribution system improvements, roadways, as well as our tunnel system. Again, the second area was capacity needs for new construction that we see happening in the next five years. Again, we used an integrated approach with all of the facilities being proposed on the campus. That represents over $35 million worth of improvements and includes: steam and condensate improvements, capacity increases, as well as supporting some of the west research and midwest development that we were looking at in terms of the capital plan.

Finally, the Medical Center infrastructure impact and making sure that we are fully coordinating that with our infrastructure planning across the campus so, again, the entire University is being served. This included the electrical capacity, chilled water, and steam. So overall, the infrastructure in the next five years totals over $200 million that we are looking at.

Mr. Wexner:

How much has been spent the past five years on infrastructure?

Ms. Bellini:

I don’t know if I have that number, Mr. Wexner.

Mr. Sherwood:

We can certainly get it for you.

Ms. Bellini:

Most of the projects are four years in length. The McCracken Boiler Project upgrade was about $70 million, with a timeline of four years. Maybe $50 million a year, for the last four years, is probably a good guess.

Mr. Sherwood:

The infrastructure master plan -- as we walked through it and developed it -- was always meant to be an evolving process. So, yes, we do have the final deliverables in a book form that tell us, "here is the initial recommendations," but the whole process was literally meant to evolve along with the campus master plan. As priorities change, and different parts of the campus might see some growth that was not originally anticipated, we have the opportunity to take those projects, shift them around, and make sure we are able to meet those goals in those different areas and support the Academic Plan accordingly.

Before we move on to the next slide, I just want to make sure there were no remaining questions specific to the infrastructure master plan.

Ms. Hendricks:

That is $200 million that is needed in the next five years. Are there plans and proposals coming forward to address that, so we don't run out of electricity and water? Are you following along to make sure these things are going to happen?

Ms. Bellini:

Yes. The $65 million that is identified for the Medical Center is included in their master plan budget. For facilities we have put forward in 2007 a request for $17 million, and in 2009 we have a request in for around $69 million, and the balance in 2012. That actually takes that through year six. We prioritize them based on deferred maintenance and capacity, and then whatever remains is on the backlist.

Ms. Hendricks:

Do you believe that the timing in that process will give us the capacity we need from an infrastructure standpoint to keep the lights on?

Ms. Bellini:

Yes and no. There is one project that we would be required to do the development on in the North Academic Corridor.

Mr. Sherwood:

We have chilled water and steam expansion that needs to move into the North Academic Corridor, slightly to accommodate some of that, so that is obviously a high priority. We are starting some of the more serious preplanning on that to try to stay ahead of the curve.

From a bigger picture perspective, one of the things we have been going through in the last couple of months -- as the capital plan has been developed -- is to make sure we have all of that timing right. For instance, we understand that the desire is for the Student Academic Services Building to come on-line on this date. We start backing off to make sure we have enough time to get the infrastructure there, so that they can open their doors on that date.

Ms. Bellini:

There may be some future development that is contingent, based on some infrastructure funding, so we have noted that in the plan that we have put forth to the Provost and Mr. Shkurti.

Mr. Wexner:

It would help me personally to understand this, because I am so suspicious of the number and it is so big -- 32 million feet of buildings. You have all kinds of buildings and I can't get my mind around it. If I knew how many million feet of dormitories, how many feet of academic classrooms, and how many feet of research labs, buildings in feet, I could better test the maintenance. It is an area that I am interested in, but I don't know what I don't know. I don't know when you have 110,000-foot football stadium, how much per seat, per square foot, per whatever that kind of structure requires in maintenance a year to keep it to what standard? I don't know how much maintenance a biomedical research tower takes to keep it up to effective standards so you are in compliance with all the laws, but I don't know what dormitories are. So when you give it to me on average -- and I have pig tails, pig snouts, just all this stuff and it is so big -- what worries me is what I don't know because it is such a big number.

Ms. Bellini:

The way we have been looking at the deferred maintenance and the deferred renewal, we have been intentionally keeping that separate from the daily maintenance issue just so that we could get a handle on the overall picture. The industry average tells you to spend 3% of your total asset value on maintenance, and, currently, that would be about $7.81 per square foot. We are funded at $2.76 per square foot.

Mr. Wexner:

The industry averages -- again averaging football stadiums and dorms?

Ms. Bellini:

That is the University average.

Mr. Wexner:

I am saying to dig a little deeper. Look at the number of buildings' square feet and the industry average of maintenance by these categories would help me get my mind around it.

Ms. Bellini:

We actually have a report from Sitelines, so we would be happy to share that with you. Any other questions on infrastructure before we move forward?

Our first goal is controlling the rate of deferral. The consultant that we have utilized has targeted, based on our facility index today, that in order to stop the increase we would need $107 million a year. That takes into consideration all of the University including the regional campuses and the auxiliaries.

Taking all of the funding sources into account, at the current funding rate -- assuming the last five years as a steady trend -- we will be adding deferred maintenance and renewal at $69 million a year. If the funding levels and the building inventory remain the same -- which, of course, they are unlikely to do -- our year 2021 projection would be at $2.4 billion. To reduce the deferral projected shortfalls -- meaning that we actually make an impact on the deferred maintenance -- we need an amount of $197 million a year. Obviously, as the inventory of the facilities changes and the investments change, that needs to be updated annually, so that is based on 2006 information. We do have plans in place to demolish some of the buildings that are carrying a lot of the deferred maintenance, so next year's portfolio will be very important as we move forward.

As the buildings continue to age, it continues to be a challenge. Right now we have 81% of our space that is over twenty-five-years-old and academic expectations continue to rise. We are currently funded at a level that does not meet the academic expectations of the University, but we are working on that. Additional funding has been granted to maintenance over the last several years. As you know, escalation of the replacement and renewal costs continue to rise and we see that in our construction as well. Strained resources, regular maintenance operations are underfunded, staffing and work are thus misaligned, reduced state support also stresses the University, and debt limits are a challenge on how much the University itself can invest.

We are currently examining the annual stewardship and asset reinvestment need. Our plan is to recommend a plan utilizing the consultant resources we have, to align the project spending strategies with an acceptable rate of deferral for the short-term and long-term. The short-term recommendations will be completed in 2007 and the long-term not until 2008. The second step is forecasting the implications of the current investment trends and future funding strategies on the facilities and establishing an integrated facility plan, and looking at everything that we do, including space planning and better utilization of the space that we have. The third step is an out-of-the-box step, which is looking at non-conventional options. For example, demolishing buildings on the top twenty list, looking at consolidating space, and looking at other investment strategies.

From an operational standpoint, we are planning to move forward with existing projects and initiatives, including those with preventative maintenance, enhancing our maintenance plan program, and improving our energy services program and sustainability. We are working on integrating both the deferred maintenance and energy programs together, so as we are putting up new facilities we are doing it smarter. We are working with the Medical Center to reconcile their facility master plan with the infrastructure plan, making sure the University's best interests are met.

We are supporting the passage of the FY 2007-2008 capital appropriations bill and are currently interviewing a deferred maintenance manager, but that is just a piece. We also need to integrate the next steps into the FY 2009 through FY 2014 capital plan, including alternative resource strategies. There are some things in our capital recommendations that talk to business continuity and right now the University does not have funding to support this, so we will be talking to Mr. Shkurti about some other options. And we need to secure other additional outside expertise to assist us, where appropriate, including the integrated facilities plan.

Dr. Cloyd:

What assumptions have been included vis-à-vis quality, adequacy of dorm facility space, and then getting to this type of projection?

Ms. Bellini:

I am going to let Mr. Schwartz answer this question, because I am not responsible for the dorms on campus.

Mr. William J. Schwartz:

They would have not included facilities; however, they would have included an upgrade on existing facilities such as adding air conditioning in the southwest dorms.

Dr. Cloyd:

I would like to make sure the group looks at this since we are looking out over this time period. Does our program include renewal upgrades that we are going to need to have the quality dorm space to fit with what we want to do in our overall program plan vis-à-vis the quality of students and the quality of the educational environment we want to provide them?

Ms. Bellini:

I would say that the numbers that you saw today probably don't fully cover that. These numbers are based on replacement value today, so by the time we make the investment in the other facilities the needs change. I asked that question of the consultant. "What percentage should we add to make sure that when we get to that point, we make the right investment?" The consultant said, "Potentially it could be 20-30%."

Mr. Brass:

Have we in the past, or do we currently, fund out depreciation on our books throughout the campus system?

Mr. Shkurti:

Mr. Brass, they do in the Medical Center, but we do not. We use the standard public accounting and we have not done that.

Mr. Brass:

We have not done that in the past either? We fund it as a budget item on an approval basis only.

Mr. Shkurti:

That is correct.

Mr. Hicks:

The Board of Regents made a significant request for some additional deferred maintenance money in this capital budget, which I don't believe got in there. Was there any additional pool of money in the capital budgets being considered right now for deferred maintenance?

Mr. Shkurti:

Mr. Hicks, we just received the capital budget and we are still analyzing it. It appears that we received between $10 - $20 million more in our share of the state-wide line item which deals with standard deferred maintenance. Apparently a portion of their request was funded and we are very appreciative of that.

Mr. Hicks:

Does it appear that there is any additional money for the Board of Regents to do anything on a broad scale, because they had asked for some planning money and other things like that?

Mr. Shkurti:

That I don't know, but I can find out and separately send to the Fiscal Affairs Committee what the outcome of the capital budget was. I would say compared to previous years, this has been a very good budget.

Mr. Hicks:

OK, thanks.

Mr. Alvarez-Breckenridge:

As I look at the capital plan and some of the academic buildings that are likely needing to be replaced or significantly refurbished, I wonder if there has been any thought given to obstacles that might be arising in terms of classroom space or faculty/staff offices or TA offices that may have to be reallocated someplace else?

Ms. Bellini:

I am not sure that I fully understand your question. The capital recommendations that were submitted, were submitted based on academic priority through the Provost's office. I believe that the immediate needs that could be prioritized were done.

Mr. Alvarez-Breckenridge:

If there is going to be a significant reduction in classroom space for some of these academic units, would that be a challenge?

Ms. Bellini:

No. If the building is renovated, swing space will be provided and there should be no academic impact other than the move.

Mr. Brass:

In the Medical Center we fund appreciation, but the others we do not. Is that correct?

Mr. Shkurti:

That is correct.

Mr. Brass:

The numbers that we are talking about here -- the total value needed for maintenance -- is inclusive or exclusive of the Medical Center?

Mr. Shkurti:

The bigger numbers do.

Ms. Bellini:

For the capital need, but not the ongoing daily maintenance need.

Mr. Brass:

OK, so there is a separation? Thank you.

Ms. Bellini:

Correct. Moving to the summary of the briefing, based on our current estimates, Ohio State faces a deferred maintenance or renewal backlog currently at $1 billion. This does include all campuses, all funding sources, and supporting infrastructure. The problem is not unique to Ohio State. The University has moved to improve both day-to-day maintenance and deferred maintenance over the last three to five years. Obviously the buildings continue to age and with resource constraints, we need to think out-of-the-box and come up with some creative ways to address our needs in the future. If present trends do continue, the problem will double over the next fifteen years.

The next and most critical steps in aligning the needs and resources involves the 2008 operating budget and the Fiscal Year 2008-2012 capital planning process, as well as finishing our integrated facilities master plan which should be done by the end of 2007. Any other questions?

Ms. Hendricks:

It does look like the possibility for some creative thinking might be useful. I don't know whether that is wishful thinking or not, but is that a throw away or, in fact, are there some real ideas that are sort of out-of-the-box thinking that you might be bringing forward to attempt to address this enormous shortfall?

Ms. Bellini:

I think there are some real ideas that we need to delve into to see how open the University is to them. I had an initial meeting with our senior director of Real Estate and Mike Sherman, vice provost, who seemed very open to thinking out-of-the-box and working with the academic groups to come up with some solutions that, in the end, will benefit them. It is what we have to do in order to address these issues and support the academic mission, so they are real.

Ms. Hendricks:

I would highly encourage you to say, "OK, this is a big problem and we can keep our heads in the sand and in twenty years have twice the problem, but by bringing them forward, sometimes those are the best ideas." When you get behind the eight ball, some things that you might say, "I don't think we would ever do this," but the best minds bring them forward and say, "Let's look at what it would take." Maybe they wouldn't be good, but it would be well worth it to at least make a list and look at them.

Ms. Bellini:

We will do that and bring those back to the Fiscal Affairs Committee.

Mr. Shkurti:

Mr. Chairman, for sometime the University has used available cash balances to loan out to other University units as a way of advancing the academic mission, while minimizing the use of long-term debt and other things that may affect the credit rating. Since 2003, the Board of Trustees, with our support, has approved a set of guidelines on how these lines of credit are developed and how they are paid back, and we report on it every December.

You have the report in front of you under Tab Two. I won't go through it other than to say we have a total -- in terms of lines of credit -- in internal loans of $127 million that has remained relatively stable over the last year. No one is in default, because we collect from them automatically and I always tell them, "we know where to find you," so it is not a problem. This has been a good thing for the University, but the demand does continue to grow and there is a consideration listed there should we put a limit on the amount of exposure created by these lines of credit. They are growing big enough that we probably need to evaluate that and we will come back next year to the Board with some recommendations. By and large, this has been a good program and you have listed in front of you what all of the lines of credit are.

Mr. McFerson:

What is the process someone has to go through to receive cash to solve a problem?

Mr. Shkurti:

Mr. McFerson, normally a request will come from somewhere in the system and will float its way up to me. I will ask the appropriate people on my staff to analyze it and see if the needs are something that fits with our academic priority -- does the unit have a plan to pay it off and is the timeline for the credit appropriate. If it is, they will make a recommendation back to me. If it is an academic unit, I will consult with the provost or if it is a support unit, I will consult with the appropriate vice president because I want him or her to approve it. Then we will establish a written memorandum of understanding that will set forth the terms and execute that. I am the last sign-off on that, so we have a pretty formal process.

Mr. McFerson:

What percentage is approved and rejected?

Mr. Shkurti:

I would say eventually 90% of them are approved, but a lot of them get modified -- either shortened or have some work done on them -- because generally people know how the process works. They aren't going to come forward unless they have a sense of how to complete a proposal. Sometimes when you get an academic unit that uses it occasionally, they sometimes have trouble getting their arms around the problem if they haven't done it before. On the other hand, if you have a unit that uses them a lot -- the Medical Center or Student Affairs -- they are familiar with the process and the proposals are in pretty good shape when we get them.

Judge Duncan:

Do we use the same criteria when we lend money to Affiliated Entities?

Mr. Shkurti:

Affiliated Entities are an interesting animal. On the one hand, we say they are part of us and on the other hand we don't. They get reviewed when I am aware of them and we generally try to keep track of them. Mr. Chairman, as you know from your reaction, figuring out exactly where Affiliated Entities fit in the big picture is something we are still working on.

Mr. Brass:

The cost of money you use on these internal notes, how do you set the internal cost of money?

Mr. Shkurti:

Mr. Brass, it depends on the nature of the loan. Normally they are short-term loans of 1-3 years and we will use our short-term interest rate. Our goal is not to make money off these, but not to lose money either. The change we made over the last couple of years -- because we have gotten into some longer lines of credit -- is we try to benchmark it against the rate of Treasury notes for the same period so that it pretty much follows that. That is generally our procedure.

Mr. Brass:

Have you had any problems with recovery?

Mr. Shkurti:

In general we have not. Again, it is because we automatically deduct and they are our own units and we know where to find them.

Ms. Bellini:

Moving to quarterly reports, if you go to the color chart in your books, I will walk through these quickly. As you know from the last meeting, the BRT is now open and people will start moving in on December 11, 2006. The project was delivered on time and on budget. We are doing a few shake down activities on the building to make it tenant ready, but it has been a very successful project.

The Jennings Hall renovation is a refurbishment project, which is currently in yellow. We have had some issues on this project. It was projected at a $2.15 million deficit, but we believe that now the deficit is closer to $1 million. We are progressively working with the contractors to bring that down and the building is scheduled to open summer 2007.

The Larkins Hall replacement is red from Phase I, but Phase II is on schedule and opening in January. Move-in will be in January, February, and March.

The McCracken Power Plant upgrade is on time and on budget. The most successful part about this project is that we had been replacing boilers at the same time as we have been maintaining a 99.9% reliability to services to the University. That is a major accomplishment.

The Medical Center Master Plan I will update separately. The North Doan Hall and the Ross Heart Hospital are both on time, on schedule, and on budget.

Skipping down to Ohio 4-H, it is yellow because we had some start-up issues. However, the project is back on track and we are hoping next quarter that will be completely green. The construction to-date is going well and we are very happy with the contractors and the project itself.

The Ohio Union replacement is in design and currently on schedule and on budget.

The update on the Physical Sciences is the same since last quarter. The deficit projection on Physical Sciences has not changed. It is currently projected at about $7 million, with 3.8% of that assumed recoverable. As you remember, that project had four contractors go bankrupt, as well as two water incidences.

Scott Lab opened on time and on budget.

The Library has gone out to bid for construction and the bids came in at 4% over. Scott Conlin, project manager, and Joe Branin have worked very diligently and have now awarded the construction contracts on budget.

Judge Duncan:

Has the problem in RPAC been addressed? Is that finished?

Mr. Sherwood:

You are speaking specifically about the tile situation? Yes. We had an independent study done and are pursuing that, and are now looking at the best way to schedule that work. We will continue to pursue that, again, to minimize impact to the building occupants to the extent that we can.

Judge Duncan:

Any questions about this?

Ms. Bellini:

The next item is a first reading for a long-term lease of property located at 880 W. Henderson Road. The property contains 5.2 acres, improved with buildings containing over 81,000-square-feet, and proposed to be used for the varsity men's and women's indoor tennis. The proposed rent is $20,000 per month for a ten-year term, plus operating expenses. There are also two five-year term renewals and a purchase option at the end of the lease or a purchase option in year nine. There will be a predetermined purchase amount as part of the final lease documentation. There will also be an initial tenant improvement cost of $2.9 million, which will be paid by the landlord but be billed to Athletics as a lump sum tenant improvement. Again, this will be brought back for your approval and final reading at the February meeting. Are there any questions regarding this lease?

The third item is for interim authorization. We are asking today that in the intervening period before the next regularly scheduled meeting of the Board, that the chair of the Fiscal Affairs Committee, in consultation with the Committee, shall have the authority, on behalf of the Board, to authorize design, construction management, and construction contracts, and to approve other related actions for the University capital projects. During this period, as approved by the president, the senior vice president for Business and Finance shall present any needed actions to authorize these contracts or any related actions to the chair as she may direct for review and approval. All approvals would need to be granted in writing and any interim authorizations given would be reported to the Board at the February meeting.

The next item is authorization to contract. We bring before you today a number of projects for your approval, specifically to enter into five design contracts, ten construction contracts, and two increases to construction contracts. The projects presented today will address over $12 million in deferred maintenance. The two overtures, I will speak quickly to those.

The first one is for the Ambulatory Marrow Transplant unit, eleventh floor renovation. The reason for this increase is the initial design was to place this unit on the first floor and they have now moved this to the eleventh floor. The James decided they would gain additional patient beds and eliminate the disruption to the existing cancer clinics on the first floor. By moving it to the eleventh floor, it required additional design and will also require additional mechanical and electrical system upgrades.

The OARDC project has increased due to the escalation in material costs that is spread between copper, steel, fuel and cement.

Today we have one easement. As you remember last month, you approved that all easement renewals do not have to come to the Board and this month we have sixty-nine easement renewals. Today's easement is for a utility line for Columbus Southern Power. This is for a term of twenty-five years, which will provide electrical utility service to 960 Kinnear Road, which has been determined to be in the best interest of the University.

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ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING

Judge Duncan:

Let's turn to the agenda for the Academic and Student Affairs Committee. Provost Snyder, maybe you could lead the way for us.

Provost Barbara R. Snyder:

The first presentation today is going to be on Student Indebtedness and I am going to ask Vice President for Student Affairs Rich Hollingsworth, to set the stage for that.

PRESENTATION ON STUDENT INDEBTEDNESS

Mr. Richard A. Hollingsworth:

Good afternoon. Before I introduce our presenter today, I do want to thank the Board for its continuing interest in the quality of our residential facilities on campus. I think there has been a question at each of the last three or four Board meetings on the dorms. I want to assure you that we are working hard to update our strategic plan on housing, including addressing the question that Dr. Cloyd raised today. Not only what do we need to do to maintain these facilities, but what do we need to do to be sure that they remain as very attractive assets that will support the best and the brightest students at Ohio State.

Later today you are going to hear from Tally Hart about an exciting new program related to access to Ohio State and, of course, affordability and financial aid are certainly parts of the access equation. The other end of the spectrum are what are the expenses, and, particularly, what is the indebtedness that students incur while they are in school and how that impacts them when they leave school. Over the years, we have been aware of the impact and the level of indebtedness of many professional students. It is now at a point that this is a major issue for undergraduate students and it is getting lots of national attention.

Our Undergraduate Student Government has taken up this issue and I am pleased to have Ryan Fournier, president of the Undergraduate Student Government, talk about the student perspective on student indebtedness, and some of the financial support and management services that are available to students and a different way of thinking about that possibly.

Mr. Ryan Fournier: [PowerPoint presentation]

Thank you, Rich, for that introduction. Good afternoon to all of you and thank you for allowing me to come and speak today on this important topic. I would also like to thank Barbara Wharton, Tally Hart, Kate Seguin, and Connie Boehm for their help with this presentation. They are here to help answer any questions you may have afterwards.

I come to you today to talk about an important topic for all undergraduates and that is providing accessible financial planning resources for our students. This conversation came on my radar screen when the Undergraduate Student Government hosted a legislative dinner at the John Glenn Institute last year. The event was a huge success. We had key administrators attend including Dr. Holbrook and Senator Glenn, state representatives, and City Council members. We paired them up with students who were able to talk about their collegiate experience and the conversations that came out of this event were just amazing. As I was going around to the different tables and listening to the conversations, I noticed that the main focus was on student financial wellness and what our University is doing to help students with their financial planning.

I think it is understandable that this would be the main focus of conversation when the facts on saving up, paying for, and paying off the cost of higher education continues to become more of a burden on our students. I thought I would break it down into a 30-year period, and in just thirty years there is a whole new landscape for students to manage as far as their finances are concerned.

Like every student today, students in the 1970s were paying for tuition, room and board, fees that were assessed, taking out loans, and purchasing books. For students today, computers, cell phones, credit cards, new fees, and increased tuition are added to make a list that really can rack up the amount of debt.

According to the *College Board,* in that 30-year period the average annual tuition at public four-year colleges and universities rose 268%. Revolving debt, including credit card debt -- and this is only for students who do have credit cards, which is around 67% of students -- is coming in at almost $6,000 per student on a national average. Students have to find other ways to pay for their collegiate experience and they are turning more and more to loans and credit cards, which is making the situation on campus worse. Unfortunately, the current resources provided by Ohio State are only used when financial situations snowball into unthinkable conditions. To just give you an example, as we speak, Ohio State students -- soon to be Ohio State alumni -- are coming into these offices reporting weekly that they have over $20,000, $30,000, and $40,000 in credit card debt.

Now one argument I heard at the legislative dinner from a public official was "I worked my way through college to pay it all off, so should you." After a little research on this statement, I found that while this was feasible for students thirty years ago this would be impossible for students today.

As you can see, in 1964 the minimum wage was $1.25. There are two columns. There are student charges and those are the expenses students have to pay, and that was on the national average at that time period to attend that university. Mr. Wexner, I promise that we were conservative with that student budget. That is for food, living expenses, and things like that. In that period, students could work 19-hours a week and they could pay that off. When you drop down into 2002, the student budget increases to $12,000 on a national average, not Ohio State. With the minimum wage at $5.15, it would take students 50-hours a week to completely pay that off and that is working fifty-two weeks.

Ohio State is not on this list, because Ohio State is off the charts. When I went to the Office of Student Financial Aid and asked them what our average student budget looks like, they reported that the average student budget is $21,000 a year. This would take students around 78-hours a week just to pay that off, if they wanted to work their way through college and pay it off. Obviously students are going to be graduating with debt.

To get information on how to manage that debt and take control of personal finances, our student body is going to many different areas of campus. Here is a map and I highlighted some of these areas. The Buck ID Office, located in Lincoln Tower, offers students the ability to deposit and spend money on a debit card. We also have the Center for Economic Success, located in Stillman Hall, which allows students and families to learn more about financial resources available to them. We have the College of Education and Human Ecology, located in Arps Hall, which offers formal courses on personal finance. We have the Student Wellness Center, located in RPAC, which offers one-on-one financial education and specialized programs.

We have a neat service on campus, an organization called the Scarlet and Gray Financial Group. This is a group of students who offer students peer-to-peer financial guidance and that is really unique to Ohio State. We have the Office of Student Financial Aid, located in Lincoln Tower, which helps students with loans and other financial matters related to their budget. Finally, we have the Younkin Success Center, which often gets students with financial questions who are then deferred to one of these other offices depending on what their problem is.

These programs are vital for students to learn how to manage their financial resources, but, as you can see from this map, they are not centralized which makes them very confusing to navigate and because of this they are under utilized. I believe we can enhance these resources by connecting them together in a central system to make them more effective for student use. That is why I am coming to you today, in my position as president of USG, to ask for your support to combine these various programs into the Center for Student Financial Life.

Ohio State is making strides in personal finance preparation for students with the current programs, but centralizing them will strengthen the resources we currently have on campus. This Center will take these services to the next step and revolutionize the way our University and students take part in their personal financial planning. It would unify the resources that already exist on campus and become a one-stop shop financial planning firm.

The Center for Student Financial Life will also open up new opportunities for our students to take part in. The Center can be used as a research tool and engage students. It can create other positive outcomes, such as being a service-learning experience for students who want to get involved in financial planning all while offering them real world experiences. Most importantly, the Center will send a new message of taking proactive control with your personal finances to our student body. With combined resources, the Center can send out one unified message that encourages students to take action with their finances in the beginning, rather than when it has become unmanageable like we are seeing right now.

The Center for Student Financial Life will encourage students to take part in life long financial practices and that is why the Undergraduate Student Government would like to move forward with the idea with the approval of the Board of Trustees. I firmly believe that graduating more financially-aware students will create more financially-aware alumni, and that will make Ohio State a much stronger University in the future. Thank you.

Ms. Ha:

Are our students made aware of the resources? You said that at one of the resources the students are deferred to other areas, but other than that, how are students made aware?

Mr. Fournier:

These offices are given their own budgets, and then they are doing their own marketing and programming. They are doing it all on their own and they are offering different services. For example, if you want to talk about credit cards and that has snowballed for you and you cannot manage it, you go to the Younkin Center because you think that is the place, but it is not. They will defer you to Student Wellness, in RPAC, and that is where you are supposed to be going. They are all trying to do their own thing on this campus, when the general idea is just to promote financial wellness for students.

Ms. Ha:

Do you find that in most cases that these students are being referred to these areas only after they encounter these financial problems?

Mr. Fournier:

Yes. Actually most students don't know about these services that are offered on campus. These offices are spread out so thin they are trying to market themselves. So when you go to one of these offices, they will tell you about these other locations. It is almost like a surprise because it wasn't known that those services are here.

Mr. O'Dell:

Why are students borrowing against credit cards at very high interest rates when they could be borrowing against government loan programs?

Mr. Fournier:

I personally believe that some students coming to college -- and maybe Kate can comment on this, too -- don't have the knowledge of how to manage credit cards. They are coming right out of high school and have never been exposed to these different ways to manage finances. It is creating this problem that we are hearing about with students then having $20,000, $30,000, and $40,000 in credit card debt. Kate, would you like to add to that?

Ms. Kathryn A. Seguin:

To add to that, this is something that is not taught in most high schools and parents haven't spoken to them about this. Quite frankly, the people that I see that are in the most trouble are the ones who have never understood how a credit card works. They don't understand that if you are not paying on time, all of a sudden what you have bought has gotten way more expensive. I don't think they understand this can become 30% more and it is not a limit you should spend up to. I think it is just a lack of education.

Dr. Cloyd:

Do you have the ability to put the five locations into one location?

Mr. Fournier:

Maybe not location, but the programs that are offered in them. For example, maybe we could combine the programs offered in RPAC with the programs offered in the Scarlet and Gray Financial Group, or even the one-on-one financial education that is located in RPAC with the courses offered by the College of Education and Human Ecology. This could all be done in one central location. We could combine those resources and market them in one unified message. The student body would know to go to this one location to get the help that they need with anything that involves their personal finances.

Mr. Hollingsworth:

I would add two things. One is that the other player in this is the First Year Experience program, which has made financial education part of its program. I think there are other pieces to this, in terms of how you deal with this multitude of diversified services. We need to think not only about consolidation in a physical location, but also in this day and age about virtual centers that really coordinate the marketing and the information sharing that may or may not require physical consolidation.

Dr. Cloyd:

With consolidation do you feel then that you will have in place what you need to provide that kind of service?

Mr. Fournier:

Yes. I feel that by combining them we can get that unified message out to the student body that is missing right now.

Mr. Alvarez-Breckenridge:

I am just curious, are credit card reps and companies allowed to be on campus or near campus? Do we have a partnership with a particular company?

Mr. Fournier:

I don't think we have a partnership, but maybe Rich can help me with this.

Mr. Hollingsworth:

Yes, we do. A number of years ago, the Board approved us moving to an exclusive credit card agreement where one provider would be permitted on campus. We have no control over who sets up on the other side of High Street, but it is still possible for students to obtain multiple credit cards and many do for a T-shirt.

Mr. Alvarez-Breckenridge:

Do you think there is any correlation between this increase in credit card debt and the prevalence of the accessibility to get these credit cards through the reps on campus?

Mr. Hollingsworth:

I think the extreme marketing on credit cards to college students certainly accounts for people having access to that credit.

Mr. Borror:

You presented a very understandable presentation today. Rich, maybe you should go back and make sure that we understand how we need to consolidate these programs and at a future meeting bring forward a plan for how this should operate so the Board can have a way to act. I am not even sure that it is necessary for the Board to act, if, under your authority, you can do the complete consolidation.

Mr. Hollingsworth:

We certainly will work with Ryan and USG on this. This was actually Ryan's brainstorm about a week ago after starting to look at this issue of what financial management education services are offered. We haven't had time to sit down and analyze this, but we certainly will pursue it and report back to the Committee.

Mr. Borror:

If you could do that for our February meeting that would be great.

Mr. Fournier:

That would be great.

Mr. O'Dell:

Ryan, did you live in a dorm?

Mr. Fournier:

I did for two years, I now live off-campus.

Mr. O'Dell:

What is your view of our dorm situation these days, in terms of the standard of living and what we need to be doing there?

Mr. Fournier:

They are very old facilities. Looking at those First Year Experience towers over on south campus, these are the buildings that we are advertising to perspective students. Each year, more and more students are saying that living conditions and the community environment is becoming a big factor on how they choose the school they are going to go to. I think these facilities do need to be focused on and improved.

Mr. O'Dell:

Would you say these facilities are woefully inadequate?

Mr. Fournier:

They are offering the services for the students such as the living/learning programs and what they need to survive in there. I think they are so out-of-date, that it is not as good as it can be compared to our benchmarks.

Mr. Hollingsworth:

One of the interesting dimensions is that we regularly survey student satisfaction. Once students are here and they experience the program, the satisfaction is very high and I can get those numbers for you. It is the perception for perspective students and then the overall comparison to other schools that are building new facilities and have much more modern amenities.

Ms. Shackelford:

This is a national problem that is getting worse and I don't see any foreseeable future of it getting better. It certainly feeds into the access and retention issue. I think the Board should offer you as much support as we can. I applaud you for taking the initiative to come to the Board with this because we need to focus and pay attention to this issue for students and the quality of their lives here.

Mr. Fournier:

Thank you.

Judge Duncan:

Thank you very much.

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PRESENTATION ON SUPPORTING STUDENT ACADEMIC ACHIEVEMENT

Provost Snyder:

Martha Garland is going to be giving our next presentation on supporting student academic achievement.

Dr. Martha M. Garland:

Last month, it was my privilege to report to the Board on the characteristics of this year's incoming class. From your comments at the end of the meeting, I know you were gratified as much as I am about our successes in such areas as student preparation, retention, graduation rates, diversity, and access. As President Holbrook has said, "…today's Ohio State is a destination institution."

Once students have identified us as their destination, it is our solemn responsibility to take good care of them. We are doing that. At other times, I have reported to the Board on some of the initiatives that enrich this student experience, including our nationally hailed Honors and Scholars programs as well as new opportunities for research, study abroad, and student leadership. Enrichments like these all boil down to one thing, personalizing this big academic city. That starts with personalizing our recruitment messages and then continues with personalized programs that are tailored to students' individual interests, values, and needs. Not everything is appropriate for all students, but there is something appropriate for every student. Today, I want to tell you briefly about five of the personalized programs we have created.

The leaders of some of these programs are here with me today and at the end of the Board meeting, they would be willing to expand on my presentation or answer any questions that you might have about their programs.

Let me start by telling you how we are supporting the academic excellence of a group of students who have been very much in the news lately. Our win over Michigan three weeks ago focused national attention on Ohio State and following a certain repeat performance in Glendale come January, we can expect the coverage to be kicked up another notch. With that kind of visibility, it is essential that we help our athletes achieve their highest potential both on the field and in the classroom -- a goal we support in part through our Student Athletes Support Services – SASSO -- and director David Graham is here today.

SASSO provides tutoring to supplement student-athlete classroom learning and provides the Fergus computer lab, which is designated for academic use by student-athletes only. Through the Champs Program, SASSO works to promote good decision making, health habits, and effective communication skills and leadership. SASSO also coordinates a variety of community programs with student-athletes volunteering in school tutoring, offering academic motivational speeches, and otherwise promoting academic achievement among area public school students.

A real gem for our minority students is the Office of Minority Affairs' program called Academic Advancement Services. Their director, Dr. Karen Alsbrooks, is ill today and regrets she is unable to be here, but program manager Yolonda Kelly is here. Academic Advancement uses tutoring programs to promote classroom success, emphasizing support for math, statistics, science, foreign language, and economics courses, as well as programs in social sciences and expository writing.

Their Minority Advising Program is designed to provide advising in an environment sensitive to the particular needs of African-American, Hispanic, Latino, Asian-American, Appalachian, and Native-American students, and ultimately enhanced retention and higher graduation rates within those groups. The OMA Bridge Program provides a pre-freshman, 3-week program focusing on helping students make a successful transition to college.

The Access Collaborative Program assists low income, white and minority single parent students. This program provides them with support services such as workshops on parenting skills and financial planning, employment, and housing assistance and childcare. Finally, the OMA Mentoring Program, sponsored by Academic Advanced Services, assists in preparing students for appropriate post-baccalaureate options, whether it be professional or graduate school or direct entry into the workforce.

Though SASSO and OMA's Academic Achievement Services are aimed at specific populations of students, the Walter E. Dennis Learning Center, in the Younkin Center, provides students of all backgrounds with strategies for college success. The director of the Dennis Center, Dr. Bruce Tuckman, is unable to be with us today, but Associate Director Brent Mosser is here.

The main focus of the Dennis Center is its course in learning and motivation strategies. This five-credit course, officially known as Educational Policy and Leadership 259, teaches students study skills, time management, and other habits that can make them more effective learners. Courses taught using a hybrid of Web-based instructional models have a textbook and an instructor, but it also employs a number of computer-based strategies. Students who take the course -- and we have statistics on this -- tend to get better grades and are more likely to stay in school. The Dennis Center also offers free one-on-one appointments with a learning specialist trained in learning and motivation strategies. The learning specialists facilitate workshops for the Ohio State community that focus on student academic concerns such as procrastination, test anxiety, and note taking.

Finally, with the benefit of a federal grant, the Dennis Center's study skills course is now being taught at Columbus State Community College and in a number of Columbus public high schools and middle schools. This initiative should help students who come to Ohio State from these backgrounds to be better prepared than they have been in the past.

We also provide a number of programs to assist those students who want to improve their skills in targeted areas. One of those is the Mathematics and Statistics Learning Center. The MSLC is today sponsoring a conference for the equivalent offices at the four regional campuses, so they are unable to have a representative with us today.

The Math Stats Learning Center provides free tutoring, online resources, and workshops in mathematics and statistics. Their tutor rooms are strategically placed in readily accessible locations around campus and provide support for nearly forty math and statistics courses. Workshops focus on equipping students with study skills and problem solving strategies, and the program works. The Math Ways Workshop, largely offered in residence halls, focuses specifically on Math 104 -- Basic College Mathematics -- and Math 148 -- Algebra and Trigonometry. Students who participate in this workshop typically drop out less frequently and score better grades in comparison to students who don't participate.

The final, and very much appreciated, service of the MSLC is an extensive series of review sessions. Again, these review sessions are often offered in the dorms before exams and midterms, and in all of the introductory math classes serving very large numbers of students in rooms scattered across the campus.

Any member of the Ohio State community who would like advice about this last unit that I am talking about -- the Center for the Study and Teaching of Writing -- Dr. Beverly Moss, the director, is here with us. This office provides free help with writing at any stage of the writing process for any member of the University community, from lab reports to research reports, from dissertations to resumes, from proposals to application materials. The Center provides online tutorials and face-to-face tutorials, which take place in Mendenhall Lab and the Younkin Success Center. The goal is not only to improve a specific piece of writing, but also to help writers improve their skills. This Center also oversees the undergraduate minor in professional writing, which includes placing students in writing internships, business industry, and non-profit organizations throughout the community.

As I reported to the Board last month, Ohio State students are more accomplished than ever and most of them are at the University because they would like to be better still. Some of them need a bit of extra support in math, statistics or writing, others want to learn better study habits, time and life management, motivation, and test taking strategies. The programs that I discussed today help students achieve these goals by providing them with free, accessible, personalized assistance outside the classroom.

During Michigan week, Gene Smith pointed out that Ohio State should take advantage of all the national attention to send a message about our University's excellence. Much of that excellence rests on the quality of the Ohio State academic experience. A large component of this quality is that we personalize the academic experience, tailoring opportunities for success so that students graduate convinced that they made the right decision when they chose this academic city as their college destination. Thank you.

Judge Duncan:

Dr. Garland, in this area of academic support services are we at or near the state-of-the-art as you look to benchmarks or do we have a way to go? What is the goal to get to a perfect world?

Dr. Garland:

It is a little hard to measure. What you do is you go to conferences and talk to other people and see if they have the things you have. I would say all of the programs that I mentioned today are comparable to what anybody has any place. Our Younkin Success Center is particularly a model, because we have athletes and other students all being served in the same environment. This is quite different from a lot of other places that have the athletes walled off into a different place. I think we should be proud of all of these things and of other services that we provide for students. As always, there is an opportunity to continue to improve.

Judge Duncan:

Good. Any further questions?

Ms. Hendricks:

How utilized are these programs? How well known are they? One way to look at it is of the percentage of students that you think have need, what percentage are coming forth to use them or is there any way to measure?

Dr. Garland:

All of these units have data on usage. I am sorry to say that I do not have command of that data myself. We do things that we think enhance the likelihood that people will use them.

For example, Math Ways is aimed at helping people with the very basic math courses. That support structure is offered in the freshman residence halls and the idea is to get students right from the beginning to think that they should be studying with help, with tutors, and with one another. I was at a meeting in the Union a week and a half ago, and it wasn't finals time, but the lowest level of that building was filled with people doing math reviews. It was just absolutely packed with students. The campus has so many students that you can pack a large building and it is still a small percentage of the students. I think the sense is that these things are available and people share information about them. The academic programs involved like writing courses, and math and stats make very clear to people that these are available to them. Certainly all of the athletes take advantage of SASSO.

Judge Duncan:

Thank you. Thanks to all of those colleagues to whom you recognized. This is an extremely important part of what we do here and it seems to be working well.

Provost Snyder:

Chairman Duncan, I would like to recommend the approval of the establishment of the Center for Microbial Interface Biology, the establishment of the Newark Earthworks Center, and the monthly personnel actions including Carlo M. Croce to The John W. Wolfe Chair in Human Cancer Genetics; Karin Musier-Forsyth, as the Ohio Eminent Scholar in Macromolecular Structure Determination; Jeffrey Parvin to The Louis Levy Professorship in Cancer; and Peter T. Ward to The Richard M. Ross Chair in Management.

Judge Duncan:

Thank you very much.

Mr. McFerson:

I have a question, Provost Snyder, on the term “center.” As we heard in Ryan’s report, there may be a Center for Student Financial Life. I know we have specific guidelines for calling anything “center,” not only for your academic responsibilities, but also your responsibilities in the Medical Center, and making sure we are consistent. Is that term consistent with the rest of the University’s definition of “center?”

Provost Snyder:

We have two ways to get a center approved. We have very involved procedures for academic centers, but we also have non-academic centers. In fact, this Board approved a couple of non-academic centers at the meeting last month. The Center for Student Financial Life would be a non-academic center and the procedure is much less involved.

Mr. McFerson:

So you are comfortable with the use of the term “center” for the Center for Student Financial Life?

Provost Snyder:

Yes.

Judge Duncan:

Thank you all very much.

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CONSENT AGENDA

President Karen A. Holbrook:

> We currently have fourteen resolutions on the Consent Agenda today and we would like to conduct separate votes for #7 and #9. We are seeking your approval for:

AMENDMENTS TO THE UNIVERSITY HOSPITALS BOARD BYLAWS

Resolution No. 2007-64

Synopsis: The amendments to the *University Hospitals Board Bylaws* are recommended for approval.

WHEREAS pursuant to bylaw 3335-103-01, The Ohio State University Board of Trustees has the authority to amend the *University Hospitals Board Bylaw*; and

WHEREAS the amendments to the *University Hospitals Board Bylaws* have been endorsed and ratified by the University Hospitals Board on November 16, 2006, as attached:

NOW THEREFORE

BE IT RESOLVED, That the foregoing amendments to the *University Hospitals Board Bylaws* be adopted as recommended by the University Hospitals Board.

(See Appendix XXV for background information, page 647.)

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ESTABLISHMENT OF THE CENTER FOR MICROBIAL INTERFACE BIOLOGY

Resolution No. 2007-65

Synopsis: Proposal to establish the Center for Microbial Interface Biology in the College of Medicine is proposed.

WHEREAS the goals of the Center are to promote and coordinate interdisciplinary research in the fields of infectious diseases and microbial pathogenesis; to develop training opportunities (both bench and classroom) for individuals with an interest in these fields; and to discover new diagnostic tools, therapies, and vaccines for infectious diseases; and

WHEREAS these goals cannot be achieved within existing units; and

WHEREAS the Center will serve as the focal point to organize the efforts of many individual investigators across campus and provide the organizational structure to attract highly qualified faculty to the University, and in so doing enhance the national and international reputation of the University; and

WHEREAS the proposal adheres to the *Guidelines for the Establishment and Review of Academic Centers*; and

WHEREAS the proposal was reviewed by the University Research Committee and the Council on Research and Graduate Studies, approved by the full Council on Academic Affairs, and approved by the University Senate at its November 9, 2006 meeting:

NOW THEREFORE

BE IT RESOLVED, That the proposal to establish the Center for Microbial Interface Biology in the College of Medicine be hereby approved, effective immediately.

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ESTABLISHMENT OF THE NEWARK EARTHWORKS CENTER

Resolution No. 2007-66

Synopsis: Establishment of the Newark Earthworks Center at The Ohio State University Newark Campus is proposed.

WHEREAS the Center will be the first at the University to focus on Native American histories from ancient to contemporary times; and

WHEREAS the Center will provide educators at all levels with needed resources and pedagogies, and will be involved in coordinating and publicizing research opportunities, activities and events relating to American Indian study; and

WHEREAS it is the first interdisciplinary Center to be based at a regional campus; will establish a unique identity for the OSU-Newark campus; will invigorate research, teaching, and service activities in this field of study at other regional campuses and the Columbus campus; and will link to other established interdisciplinary centers; and

WHEREAS the proposal adheres to the *Guidelines for the Establishment and Review of Academic Centers*; and

WHEREAS the proposal was reviewed by the University Research Committee and the Council on Research and Graduate Studies, approved by the full Council on Academic Affairs, and approved by the University Senate at its November 9, 2006 meeting:

NOW THEREFORE

BE IT RESOLVED, That the proposal to establish the Newark Earthworks Center at The Ohio State University Newark Campus be hereby approved, effective immediately.

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DEGREES AND CERTIFICATES – AUTUMN QUARTER COMMENCEMENT

Resolution No. 2007-67

Synopsis: Approval of Degrees and Certificates for Autumn Quarter is proposed.

WHEREAS pursuant to paragraph (E) of rule 3335-1-06 of the Administrative Code, the Board has authority for the issuance of degrees and certificates; and

WHEREAS the faculties of the colleges and schools shall transmit, in accordance with rule 3335-9-29 of the Administrative Code, for approval by the Board of Trustees the names of persons who have completed degree and certificate requirements:

NOW THEREFORE

BE IT RESOLVED, That the degrees and certificates be conferred on December 10, 2006, to those persons who have completed the requirements for their respective degrees and certificates and are recommended by the colleges and schools, and that the names of those persons awarded degrees and certificates be included in the minutes of this meeting.

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PERSONNEL ACTIONS

Resolution No. 2007-68

BE IT RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the November 3, 2006 meeting of the Board, including the following Appointments/Reappointments, Appointments/ Reappointments of Chairpersons, Professional Improvement Leaves, and Emeritus Titles, as detailed in the University Budget, be approved; and

BE IT FURTHER RESOLVED, That the Medical Staff Appointments and Reappointments approved on September 26, 2006 and November 30, 2006, by The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute Board, be ratified.

<u>Appointments</u>

Name:	CARLO M. CROCE
Title:	Professor (The John W. Wolfe Chair in Human Cancer Genetics)
Center/Hospital:	Comprehensive Cancer Hospital/The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute
Term:	December 1, 2006 through June 30, 2010

Name:	KARIN MUSIER-FORSYTH
Title:	Professor (Ohio Eminent Scholar in Macromolecular Structure Determination)
College/Department:	Mathematical and Physical Sciences/Chemistry
Effective:	January 1, 2007
Present Position:	Professor of Chemistry, University of Minnesota

Name:	JEFFREY PARVIN
Title:	Professor (The Louis Levy Professorship in Cancer)
College/Department:	Medicine/Biomedical Informatics
Term:	November 1, 2006 through June 30, 2010
Present Position:	Associate Professor, Department of Pathology, Harvard Medical School and Research Pathologist, Brigham and Women's Hospital

Name:	PETER T. WARD
Title:	Professor (The Richard M. Ross Chair in Management)
College:	Fisher College of Business
Term:	November 1, 2006 through October 31, 2011

<u>Reappointments</u>

Name:	RAYMOND A. NOE
Title:	Professor (Robert and Anne Hoyt Designated Professorship in Management)
College:	Fisher College of Business
Term:	October 1, 2004 through September 30, 2009

Name:	ANTHONY B. SANDERS
Title:	Professor (The John W. Galbreath Chair in Real Estate)
College:	Fisher College of Business
Term:	October 1, 2006 through September 30, 2011

Appointment of Chairpersons

MICHAEL T. BRADY, Pediatrics, effective December 1, 2006 through June 30, 2011

DAVID A. ZVARA, Anesthesiology, effective January 8, 2007 through June 30, 2011

Reappointment of Chairpersons

ROBERT A. FOX, Speech and Hearing Science, effective July 1, 2007 through June 30, 2011

MORTON E. O'KELLY, Geography, effective July 1, 2007 through June 30, 2011

Professional Improvement Leaves

DAWN ANDERSON-BUTCHER, Associate Professor, College of Social Work, effective Autumn Quarter 2007, Winter Quarter and Spring Quarter 2008.

SHARON B. SCHWEIKHART, Associate Professor, School of Public Health, effective Winter Quarter and Spring Quarter 2007.

LINN D. VAN WOERKOM, Associate Professor, Department of Physics, effective Winter Quarter and Spring Quarter 2007.

Professional Improvement Leaves—Change in Dates

PHILIP C. BROWN, Associate Professor, Department of History, change leave from Winter Quarter and Spring Quarter 2007, to Winter Quarter 2007.

DAVID M. FRANCIS, Associate Professor, Department of Horticulture and Crop Science, from January 1, 2007 through June 10, 2007, to March 1, 2007 through June 15, 2007.

Emeritus Titles

DANIEL J. CHRISTIE, Department of Psychology (Marion Campus), with the title Professor Emeritus, effective January 1, 2007.

JOEL M. WEAVER II, College of Dentistry, with the title Professor-Clinical Emeritus, effective January 1, 2007.

PAUL D. GOLDEN, Ohio State University Extension, with the title Associate Professor Emeritus, effective January 1, 2007.

DONALD P. LACY, Ohio State University Extension, with the title Associate Professor Emeritus, effective January 1, 2007.

RICKNE C. SCHEID, College of Dentistry, with the title Associate Professor Emeritus, effective January 1, 2007.

MARLIN F. TROIANO, College of Dentistry, with the title Clinical Associate Professor Emeritus, effective December 1, 2006.

Medical Staff—Initial Appointments (The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute)

Karen M. Catignani, M.D., Associate Attending, Internal Medicine, General Medicine, 8/11/2006
Kathleen M. Dungan, M.D., Associate Attending, Internal Medicine, Endocrinology, 8/11/2006
Erik W. Evans, D.D.S., M.D., Associate Attending, Dental, 8/11/2006
Mary F. Feldman, P.A., Allied Health, Surgery, Thoracic/Cardiovascular, 8/11/2006
Jean E. LaPolla, L.M.T., Allied Health, Family Medicine, 8/11/2006
Renee L. Lewis, P.A., Allied Health, Surgery, Urological Surgery, 8/11/2006
Michael K. Racke, M.D., Associate Attending, Neurology, 8/11/2006
Leslie A. Andritsos, M.D., Attending, Internal Medicine, Hematology/Oncology, 10/13/2006
Michael J. Andritsos, M.D., Associate Attending, Anesthesiology, 10/13/2006
Ralph S. Augostini, M.D., Associate Attending, Internal Medicine, Cardiovascular Medicine, 10/13/2006
Sameer Bajaj, M.B.B.S., Community Assoc, Internal Medicine, General Medicine, 10/13/2006
Vinay Bangalore, M.B.B.S., Community Assoc, Internal Medicine, General Medicine, 10/13/2006
Samantha J. Barker, M.D., Associate Attending, Radiology, 11/13/2006
Udayan Y. Bhatt, M.D., Associate Attending, Internal Medicine, Nephrology, 10/13/2006
Shael Brachman, M.D., Associate Attending, Internal Medicine, Cardiovascular Medicine,
10/13/2006
Quinn Capers IV, M.D., Associate Attending, Internal Medicine, Cardiovascular Medicine, 11/13/2006
Kenneth O. Cayce IV, M.D., Associate Attending, Family Medicine, 10/13/2006
John B. Christoforidis, M.D., Associate Attending, Ophthalmology, 11/13/2006
Gretchen Cunningham, C.N.P., Allied Health, Surgery, Thoracic/Cardiovascular, 11/13/2006
Emile G. Daoud, M.D., Associate Attending, Internal Medicine, Cardiovascular Medicine, 10/13/2006
David N. Efries, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology, 10/13/2006
Ahmad Elsharydah, M.D., Associate Attending, Anesthesiology, 11/13/2006
Gholam R. Emami, C.R.N.A., Allied Health, Anesthesiology, 10/13/2006
Kyriakoyla Fisher, C.R.N.A., Allied Health, Anesthesiology, 10/13/2006
Ramiro Garzon, M.D., Attending, Internal Medicine, Hematology/Oncology, 10/13/2006
Richard H. Gilchrist, M.D., Associate Attending, Internal Medicine, Psychiatry, 10/13/2006
Hossam Guirgis, M.B.BCH, Associate Attending, Psychiatry, 10/13/2006
David L. Hall, D.D.S., Associate Attending, Dental, 11/13/2006
Nicole R. Hans, C.N.P., Allied Health, Neurology, 11/13/2006
David W. Hauswirth, M.D., Associate Attending, Internal Medicine, Immunology, 10/13/2006
Kathleen S. Hawker, M.D., Associate Attending, Neurology, 10/13/2006
Lisa M. Hoffman, C.N.S., Allied Health, Internal Medicine, Hematology/Oncology, 11/13/2006
Amy Hoisington-Stabile, M.D., Associate Attending, Psychiatry, 10/13/2006
John D. Hummel, M.D., Associate Attending, Internal Medicine, Cardiovascular Medicine, 10/13/2006
Jeffrey A. Jones, M.D., Attending, Internal Medicine, Hematology/Oncology, 10/13/2006
Steven J. Kalbfleisch, M.D., Associate Attending, Internal Medicine, Cardiovascular Medicine, 10/13/2006

Trisha A. Kall, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology, 10/13/2006
Ram C. Kalyanam, M.D., Associate Attending, Psychiatry, 10/13/2006
Susan M. Kirchner, C.R.N.A., Allied Health, Anesthesiology, 11/13/2006
Marino E. Leon, M.D., Associate Attending, Pathology, 11/13/2006
Beth W. Liston, M.D., Associate Attending, Internal Medicine, General Medicine, 10/13/2006
Joyce A. Marrs, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology, 11/13/2006
Ehud Mendel, M.D., Attending, Neurologic Surgery, 10/13/2006
Hans B. Miller, M.D., Associate Attending, Anesthesiology, 11/13/2006
Prashanth Mopala, M.B.B.S., Community Assoc, Internal Medicine, General Medicine, 10/13/2006
Erin E. Mowbray, M.D., Associate Attending, Internal Medicine, General Medicine, 11/13/2006
Khalil Murad, M.D., Community Assoc, Internal Medicine, General Medicine, 10/13/2006
Sushma Nagar, P.A., Allied Health, Surgery, Thoracic/Cardiovascular, 10/13/2006
S. Patrick Nana-Sinkam, M.D., Associate Attending, Internal Medicine, Pulmonary, critical care, 10/13/2006
Anterpreet S. Neki, M.B.B.S., Attending, Internal Medicine, Hematology/Oncology, 10/13/2006
Sara B. Peters, M.D., Associate Attending, Pathology, 11/13/2006
Frederick Racke, M.D., Ph.D., Associate Attending, Pathology, 10/13/2006
Sanjay Rajagopalan, M.B.B.S., Associate Attending, Internal Medicine, Cardiovascular Medicine, 11/13/2006
Christopher Rosile, C.R.N.A., Allied Health, Anesthesiology, 11/13/2006
Renee M. Schnug, C.N.P., Allied Health, Surgery, Thoracic/Cardiovascular, 11/13/2006
William E. Shiels II, D.O., Associate Attending, Internal Medicine, Radiology, 10/13/2006
Katherine E. Strafford, M.D., Associate Attending, Obstetrics/Gynecology, 10/13/2006
Martha Z. Szabo, M.D., Associate Attending, Anesthesiology, 10/13/2006
Christina E. Taddeo, M.D., Associate Attending, Physical Medicine, 10/13/2006
Kathryn M. Todd, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology, 10/13/2006
Cornel C. Van Gorp, M.D., Associate Attending, Orthopaedic Surgery, Orthopaedics, 10/13/2006
Raul Weiss, M.D., Associate Attending, Internal Medicine, Cardiovascular Medicine, 10/13/2006
Jonathan H. Wynbrandt, M.D., Associate Attending, Internal Medicine, General Medicine, 11/13/2006

Medical Staff—Provisional to Full Appointments (The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute)

Jeanette M. Abell, M.D., Community Associate, Internal Medicine, Hospitalist, 10/13/2006
Peggy J. Barnum, C.R.N.A., Allied Health, Anesthesiology, 10/13/2006
Lori Boedigheimer, C.N.P., Allied Health, Internal Medicine, Hematology/ Oncology, 10/13/2006
Rhonda S. Crockett, L.M.T., Allied Health, Family Medicine, 10/13/2006
Hollie B. Devine, C.N.P., Allied Health, Internal Medicine, Hematology/Oncology, 10/13/2006
Charles Hardebeck, M.D., Associate Attending, Internal Medicine, Cardiovascular Medicine, 10/13/2006
Jeffrey Marable, M.D., Associate Attending, Obstetrics/Gynecology, 11/13/2006

Helen M. McCarthy, C.N.P., Allied Health, Anesthesiology, Pain Service, 10/13/2006
Sidney F. Miller, M.D., Associate Attending, Surgery, General Surgery, 10/13/2006
Eunice Oppenheim-Knudsen, Associate Attending, Family Medicine, 10/13/2006
Robert V. O'Toole, M.D., Associate Attending, Pathology, 10/13/2006
Joseph J. Pinzone, M.D., Associate Attending, Internal Medicine, Endocrinology Metabolism, 10/13/2006
Raymond M. Pongonis, D.O., Associate Attending, Family Medicine, 10/13/2006
Bahadar Said, M.B.B.S., Community Associate, Internal Medicine, Hospitalist, 10/13/2006
Atom Sarkar, M.D., Ph.D., Associate Attending, Neurological Surgery, 10/13/2006
Elenora Sikic-Klisovic, M.D., Associate Attending, Psychiatry, 10/13/2006
James P. Thomas, M.D., Attending, Internal Medicine, Hematology/Oncology, 10/13/2006
Hailing Zhang, R.Ac., Allied Health, Family Medicine, 10/13/2006

<u>Medical Staff—Reappointments</u> (The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute)

Abbas E. Abbas, M.D., Surgery, Cardiothoracic Surgery, Attending, 11/1/2006 - 10/31/2008
Jeanette M. Abell, M.D., Internal Medicine, Hospitalist, Community Assoc, 11/1/2006 – 10/31/2008
Scott K. Aberegg, M.D., Internal Medicine, Pulmonary, Associate Attending, 11/1/2006 - 10/31/2008
William T. Abraham, M.D., Internal Medicine, Cardiovascular Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Laura E. Adams, C.N.P., Internal Medicine, Hematology/Oncology, Allied Health, 11/1/2006 -10/31/2008
Michael D. Adolph, M.D., Anesthesiology, Associate Attending, 11/13/2006 - 10/31/2008
Anil K. Agarwal, M.D., Internal Medicine, Nephrology, Associate Attending, 11/1/2006 -10/31/2008
Doreen M. Agnese, M.D., Internal Medicine, Genetics, Associate Attending, 11/1/2006 – 10/31/2008
Doreen M. Agnese, M.D., Surgery, Surgical Oncology, Attending, 11/1/2006 - 10/31/2008
Amit Agrawal, M.D., Otolaryngology, Attending, 11/1/2006 - 10/31/2008
Bruce V. Alden, C.R.N.A., Anesthesiology, Allied Health, 11/1/2006 - 10/31/2008
Michael J. Alexander, M.D., Family Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Carl M. Allen, D.D.S., Dentistry, Associate Attending, 11/1/2006 - 10/31/2008
James N. Allen, Jr., M.D., Internal Medicine, Pulmonary, Associate Attending, 11/1/2006 – 10/31/2008
Naeem A. Ali, M.D., Internal Medicine, Pulmonary, Associate Attending, 11/1/2006 - 10/31/2008
Mario Ammirati, M.D., Neurological Surgery, Associate Attending, 11/1/2006 - 10/31/2008
Carol L. Amore, C.N.P., Internal Medicine, Hematology/Oncology, Allied Health, 11/1/2006 – 10/31/2008
Karl S. Amstutz, C.R.N.A., Anesthesiology, Allied Health, 11/1/2006 - 10/31/2008
Marjorie S. Anderson, C.N.S., Psychiatry, Allied Health, 11/1/2006 - 10/31/2008
Michelle A. Angelis, P.A., Internal Medicine, Hematology/Oncology, Allied Health, 11/1/2006 – 10/31/2008
Mark G. Angelos, M.D., Emergency Medicine, Associate Attending, 11/1/2006 - 10/31/2008

Daria G. Arbogast, C.N.P., Internal Medicine, Hematology/Oncology, Allied Health, 11/1/2006 – 10/31/2008
Fernando L. Arbona, M.D., Anesthesiology, Associate Attending, 11/1/2006 - 10/31/2008
Scott B. Armen, M.D., Surgery, General Surgery, Associate Attending, 11/1/2006 - 10/31/2008
Mark W. Arnold, M.D., Surgery, General Surgery, Associate Attending, 11/1/2006 - 10/31/2008
Cregg D. Ashcraft, M.D., Internal Medicine, General Medicine, Associate Attending, 11/1/2006 – 10/31/2008
Matthew D. Ashmun, M.D., Internal Medicine, Hospitalist, Associate Attending, 11/1/2006 – 10/31/2008
Glen F. Aukerman, M.D., Family Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Onsy Ayad, M.D., Pediatrics, Pediatric Critical Care, Associate Attending, 11/1/2006 - 10/31/2008
Leona B. Ayers, M.D., Pathology, Associate Attending, 11/1/2006 - 10/31/2008
Karl T. Bachman, Ph.D., Family Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Robert R. Bahnson, M.D., Surgery, Urological Surgery, Attending, 11/1/2006 - 10/31/2008
Robert A. Baiocchi, Ph.D., M.D., Internal Medicine, Hematology/Oncology, Attending, 11/1/2006 – 10/31/2008
Michael A. Baird, M.D., Internal Medicine, Digestive Disease, Associate Attending, 11/1/2006 – 10/31/2008
Sameer Bajaj, M.B.B.S., Internal Medicine, Hospitalist, Community Assoc, 11/1/2006 -10/31/2008
Peter B. Baker, M.D., Pathology, Associate Attending, 11/13/2006 - 10/31/2008
Ragavendra R. Baliga, M.B.B.S., Internal Medicine, Cardiovascular Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Katherine T. Baltursshot, M.D., Family Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Vinay G. Bangalore, M.B.B.S., Internal Medicine, Hospitalist, Community Assoc, 11/1/2006 – 10/31/2008
Gary E. Barnett, M.D., Pathology, Associate Attending, 11/1/2006 - 10/31/2008
Peggy J. Barnum, C.R.N.A., Anesthesiology, Allied Health, 11/1/2006 - 10/31/2008
Sanford H. Barsky, M.D., Pathology, Associate Attending, 11/1/2006 - 10/31/2008
Rolf F. Barth, M.D., Pathology, Associate Attending, 11/1/2006 - 10/31/2008
Deborah Bartholomew, M.D., OB/GYN, Associate Attending, 11/1/2006 - 10/31/2008
Dennis J. Bauman, M.D., Internal Medicine, Cardiovascular Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Mark A. Bechtel, M.D., Internal Medicine, Dermatology, Associate Attending, 11/1/2006 – 10/31/2008
William J. Becker, D.O., M.P.H., Pathology, Associate Attending, 11/1/2006 - 10/31/2008
Elaine Beed, M.D., Internal Medicine, Hematology/Oncology, Comm Onc Attnd, 11/1/2006 – 10/31/2008
Tanios S. Bekaii-Saab, M.D., Internal Medicine, Hematology/Oncology, Attending, 11/1/2006 – 10/31/2008
David C. Bell, M.D., OB/GYN, Associate Attending, 11/1/2006 - 10/31/2008
Susan D. Bell, C.N.P., Neurological Surgery, Allied Health, 11/1/2006 - 10/31/2008
Costantino Benedetti, M.D., Anesthesiology, Attending, 11/1/2006 - 10/31/2008
Susan C. Benes, M.D., Ophthalmology, Associate Attending, 11/1/2006 - 10/31/2008
Adrienne L. Bennett, M.D., Internal Medicine, Hospitalist, Associate Attending, 11/1/2006 – 10/31/2008

Tammy Bennett, C.N.P., Internal Medicine, Hematology/Oncology, Allied Health, 11/1/2006 – 10/31/2008
William F. Bennett, M.D., Radiology, Associate Attending, 11/1/2006 - 10/31/2008
Cathy Benninger, C.N.P., Internal Medicine, Pulmonary, Allied Health, 11/1/2006 - 10/31/2008
Don M. Benson, M.D., Internal Medicine, Hematology/Oncology, Attending, 11/1/2006 – 10/31/2008
Ryo E. Benson, M.D., Radiology, Associate Attending, 11/1/2006 - 10/31/2008
Sergio D. Bergese, M.D., Anesthesiology, Associate Attending, 11/1/2006 - 10/31/2008
Gail E. Besner, M.D., Surgery, Pediatric Surgery, Associate Attending, 11/1/2006 - 10/31/2008
Thomas M. Best, M.D., Ph.D., Family Medicine, Associate Attending, 11/1/2006 - 10/31/2008
David Q. Beversdorf, M.D., Neurology, Associate Attending, 11/1/2006 - 10/31/2008
Nitin Y. Bhatt, M.D., Internal Medicine, Pulmonary, Associate Attending, 11/1/2006 - 10/31/2008
Brian P. Biernat, M.D., Internal Medicine, Dermatology, Associate Attending, 11/1/2006 - 10/31/2008
Philip F. Binkley, M.D., Internal Medicine, Cardiovascular Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Michael G. Bissell, M.D., Ph.D., Pathology, Associate Attending, 11/1/2006 - 10/31/2008
Alan J. Block, D.P.M., Orthopaedic Surgery, Associate Attending, 11/1/2006 - 10/31/2008
Clara D. Bloomfield, M.D., Internal Medicine, Hematology/Oncology, Attending, 11/1/2006 – 10/31/2008
P. Mark Bloomston, M.D., Surgery, Surgical Oncology, Attending, 11/1/2006 - 10/31/2008
Lisha M. Blue, C.N.P., Internal Medicine, Hematology/Oncology, Allied Health, 11/1/2006 – 10/31/2008
Kristie A. Blum, M.D., Internal Medicine, Hematology/Oncology, Attending, 11/1/2006 – 10/31/2008
William G. Blum, M.D., Internal Medicine, Hematology/Oncology, Attending, 11/1/2006 – 10/31/2008
Michael Blumenfeld, M.D., OB/GYN, Associate Attending, 11/1/2006 - 10/31/2008
Lori E. Boedigheimer, C.N.P., Internal Medicine, Hematology/Oncology, Allied Health, 11/1/2006 – 10/31/2008
Carl P. Boesel, M.D., Pathology, Associate Attending, 11/1/2006 - 10/31/2008
James R. Borchers, M.D., Family Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Eric C. Bourekas, M.D., Radiology, Associate Attending, 11/1/2006 - 10/31/2008
James G. Bova, D.O., Radiology, Associate Attending, 11/1/2006 - 10/31/2008
Brian L. Bowyer, M.D., PM&R, Associate Attending, 11/1/2006 - 10/31/2008
Timothy D. Brennan, M.D., Internal Medicine, Hospitalist, Associate Attending, 11/1/2006 – 10/31/2008
Michelle L. Brooker, C.N.P., Internal Medicine, Hematology/Oncology, Allied Health, 11/1/2006 – 10/31/2008
Christopher G. Brown, M.D., Internal Medicine, Nephrology, Associate Attending, 11/1/2006 – 10/31/2008
Jennifer L. Brown, P.A., Orthopaedic Surgery, Allied Health, 11/1/2006 - 10/31/2008
Kristine K. Browning, C.N.P., Internal Medicine, Hematology/Oncology, Allied Health, 11/1/2006 – 10/31/2008
Donald K. Bryan, M.D., OB/GYN, Associate Attending, 11/1/2006 - 10/31/2008
Ginny L. Bumgardner, M.D., Ph.D., Surgery, Transplant, Associate Attending, 11/1/2006 – 10/31/2008

Michael A. Burgin, M.D., Internal Medicine, General Medicine, Associate Attending, 11/1/2006 – 10/31/2008
Alan Burnette, P.A., Surgery, Thoracic Surgery, Allied Health, 11/1/2006 - 5/31/2007
John A. Burns, M.D., Ophthalmology, Associate Attending, 11/1/2006 - 10/31/2008
Meleana J. Burt, C.N.P., Surgery, Cardiothoracic Surgery, Allied Health, 11/1/2006 - 10/31/2008
Charles A. Bush, M.D., Internal Medicine, Cardiovascular Medicine, Associate Attending, 11/1/2006 - 10/31/2008
John C. Byrd, M.D., Internal Medicine, Hematology/Oncology, Attending, 11/1/2006 - 10/31/2008
Kathleen E. Cadmus, C.N.S., C.N.P., Internal Medicine, Hematology/Oncology, Allied Health,
11/1/2006 - 10/31/2008
Kenneth V. Cahill, M.D. Ophthalmology, Associate Attending, 11/1/2006 - 10/31/2008
James H. Caldwell, M.D., Internal Medicine, Digestive Disease, Associate Attending, 11/1/2006 – 10/31/2008
Patricia B. Caldwell, M.D., Internal Medicine, Cardiovascular Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Michael A. Caligiuri, M.D., Internal Medicine, Hematology/Oncology, Attending, 11/1/2006 – 10/31/2008
Donna A. Caniano, M.D., Surgery, Pediatric Surgery, Associate Attending, 11/1/2006 – 10/31/2008
Renee Caputo, M.D., OB/GYN, Associate Attending, 11/13/2006 - 10/31/2008
Louis P. Caragine, Jr., M.D., Neurological Surgery, Associate Attending, 11/13/2006 - 10/31/2008
John E. Carlson, M.D., Radiology, Associate Attending, 11/1/2006 - 10/31/2008
William E. Carson III, M.D., Surgery, Surgical Oncology, Attending, 11/1/2006 - 10/31/2008
Jennifer E. Carter, Ph.D., Family Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Samuel Cataland, M.D., Internal Medicine, Endocrinology, Associate Attending, 11/1/2006 – 10/31/2008
Spero R. Cataland, M.D., Internal Medicine, Hematology/Oncology, Attending, 11/1/2006 – 10/31/2008
Kimberly A. Catania, C.N.S., Internal Medicine, Hematology/Oncology, Allied Health, 11/1/2006 – 10/31/2008
Jeffrey M. Caterino, M.D., Emergency Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Jeffrey M. Caterino, M.D., Internal Medicine, General Medicine, Associate Attending, 11/1/2006 – 10/31/2008
Karen M. Catignani, M.D., Internal Medicine, Hospitalist, Associate Attending, 11/1/2006 – 10/31/2008
Robert Cavaliere, M.D., Neurology, Attending, 11/1/2006 - 10/31/2008
Guillermo Chacon, D.D.S., Dentistry, Associate Attending, 11/1/2006 - 10/31/2008
Donald W. Chakeres, M.D., Radiology, Associate Attending, 11/1/2006 - 10/31/2008
Robert B. Chambers, D.O., Ophthalmology, Associate Attending, 11/1/2006 - 10/31/2008
Yiu-Chung Chan, M.D., Psychiatry, Associate Attending, 11/13/2006 - 10/31/2008
Amit K. Chatterjee, M.D., Internal Medicine, General Medicine, Associate Attending, 11/1/2006 – 10/31/2008
Ellen H. Chen, M.D., Internal Medicine, Cardiovascular Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Ennio A. Chiocca, M.D., Ph.D., Neurological Surgery, Associate Attending, 11/1/2006 – 10/31/2008

Anthimos J. Christoforidis, M.D., Radiology, Associate Attending, 11/1/2006 - 10/31/2008
Greg A. Christoforidis, M.D., Radiology, Associate Attending, 11/1/2006 - 10/31/2008
Albert C. Clairmont, M.D., PM&R, Associate Attending, 11/1/2006 - 10/31/2008
Johannah Clarke, C.N.P., Internal Medicine, Hematology/Oncology, Allied Health, 11/1/2006 – 10/31/2008
Daniel M. Clinchot, M.D., PM&R, Associate Attending, 11/1/2006 - 10/31/2008
Steven Clinton, M.D., Ph.D., Internal Medicine, Hematology/Oncology, Attending, 11/1/2006 – 10/31/2008
Rebecca Coffey, C.N.P., Surgery, General Surgery, Allied Health, 11/1/2006 - 10/31/2008
David E. Cohn, M.D., OB/GYN, Gynecological Oncology, Attending, 11/1/2006 - 10/31/2008
Sam C. Colachis, M.D., PM&R, Associate Attending, 11/1/2006 - 10/31/2008
David F. Colombo, M.D., OB/GYN, Associate Attending, 11/1/2006 - 10/31/2008
Maria Riza B. Conroy, M.D., Family Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Charles H. Cook, M.D., Surgery, General Surgery, Associate Attending, 11/1/2006 - 10/31/2008
Stephen C. Cook, M.D., Internal Medicine, Cardiovascular Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Glen E. Cooke, M.D., Internal Medicine, Cardiovascular Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Edward A. Copelan, M.D., Internal Medicine, Hematology/Oncology, Attending, 11/1/2006 – 10/31/2008
Christopher M. Copeland, M.D., OB/GYN, Associate Attending, 11/1/2006 - 10/31/2008
Larry J. Copeland, M.D., OB/GYN, Gynecological Oncology, Attending, 11/1/2006 - 10/31/2008
Laurel J. Courtney, C.N.S., Internal Medicine, Hematology/Oncology, Allied Health, 11/1/2006 – 10/31/2008
Theresa L. Craig, C.R.N.A., Anesthesiology, Allied Health, 11/1/2006 - 10/31/2008
Robert S. Crane, M.D., Family Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Juan A. Crestanello, M.D., Surgery, Cardiothoracic Surgery, Associate Attending, 11/1/2006 – 10/31/2008
Marc R. Criden, M.D., Ophthalmology, Associate Attending, 11/1/2006 - 10/31/2008
Holly R. Cronau, M.D., Family Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Rhonda Crockett, L.M.T., Family Medicine, Allied Health, 11/13/2006 - 10/31/2008
Elliott D. Crouser, M.D., Internal Medicine, Pulmonary, Associate Attending, 11/1/2006 – 10/31/2008
Julio C. Cruz, M.D., Pathology, Associate Attending, 11/13/2006 - 10/31/2008
Joseph K. Culver, C.R.N.A., Anesthesiology, Allied Health, 11/1/2006 - 10/31/2008
Camilla Curren, M.D., Internal Medicine, General Medicine, Associate Attending, 11/1/2006 – 10/31/2008
Ryan E. Dalton, M.D., Anesthesiology, Associate Attending, 11/1/2006 - 10/31/2008
James M. Dando, C.R.N.A., Anesthesiology, Allied Health, 11/1/2006 - 10/31/2008
Matthew E. Dangel, M.D., Ophthalmology, Associate Attending, 11/1/2006 - 10/31/2008
Curt J. Daniels, M.D., Internal Medicine, Cardiovascular Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Marcella Dardani, D.O., Radiology, Associate Attending, 11/1/2006 - 10/31/2008

Mohan Das, M.B.B.S., Surgery, Vascular Surgery, Associate Attending, 11/1/2006 - 10/31/2008
Jason R. Davenport, M.D., Family Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Frederick H. Davidorf, M.D., Ophthalmology, Associate Attending, 11/1/2006 - 10/31/2008
Elizabeth A. Davies, M.D., Surgery, Transplant, Associate Attending, 11/1/2006 - 10/31/2008
Steven M. Dean, D.O., Internal Medicine, Cardiovascular Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Ryan F. Deasy, M.D., Ophthalmology, Associate Attending, 11/1/2006 - 10/31/2008
Jonathan R. deHart, M.D., Pathology, Associate Attending, 11/1/2006 - 10/31/2008
Lawrence A. DeRenne, M.D., Pathology, Associate Attending, 11/1/2006 - 10/31/2008
Solomon Z. Derrow, M.D., Radiology, Associate Attending, 11/1/2006 - 10/31/2008
Steven M. Devine, M.D., Internal Medicine, Hematology/Oncology, Attending, 11/1/2006 – 10/31/2008
Hollie B. Devine, C.N.P., Internal Medicine, Hematology/Oncology, Allied Health, 11/1/2006 – 10/31/2008
Kiran K. Devulapally, M.B.B.S., Internal Medicine, Hospitalist, Community Assoc, 11/1/2006 – 10/31/2008
Elizabeth A. Diakoff, M.D., Internal Medicine, Endocrinology, Associate Attending, 11/1/2006 – 10/31/2008
Philip T. Diaz, M.D., Internal Medicine, Pulmonary, Associate Attending, 11/1/2006 - 10/31/2008
Michael R. Dick, M.D., Emergency Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Jason J. Diehl, M.D., Family Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Galina T. Dimitrova, M.D., Anesthesiology, Associate Attending, 11/1/2006 - 10/31/2008
Edward E. Dodson, M.D., Otolaryngology, Associate Attending, 11/1/2006 - 10/31/2008
Pamela A. Dull, M.D., Family Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Kathleen M. Dungan, M.D., Internal Medicine, Endocrinology, Associate Attending, 11/1/2006 – 10/31/2008
Celeste P. Durnwald, M.D., OB/GYN, Associate Attending, 11/1/2006 - 10/31/2008
Joseph P. Dusseau, M.D., Family Medicine, Associate Attending, 11/1/2006 - 10/31/2008
Denise D. Schimming, C.N.P, Surgery, Surgical Oncology, Allied Health, 11/1/2006 - 10/31/2008

Medical Staff—Requests for Additional Privileges (The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute)

Abbas E. Abbas, M.D., Surgery, Moderate Sedation, Attending, 11/1/2006
Laura E. Adams, C.N.P., Internal Medicine, Prescriptive Authority, Chemo Administration, Bone Marrow Aspiration & Biopsy, Intrathecal Chemo, and Skin Punch Biopsy/Suturing, Allied Health, 11/1/2006
William T. Abraham, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 11/1/2006
Amit Agrawal, M.D., Otolaryngology, Laser, Attending, 11/1/2006

Carol L. Amore, C.N.P., Internal Medicine, Prescriptive Authority, Chemo Administration, Bone Marrow Aspiration & Biopsy, Intrathecal Chemo, Ommaya reservoir tap, Lumbar Puncture with IT Chemo, Allied Health, 11/1/2006
Mark G. Angelos, M.D., Emergency Medicine, Hyperbaric Oxygen Therapy, Assoc Attending, 11/1/2006
Daria G. Arbogast, C.N.P., Internal Medicine, Prescriptive Authority, Allied Health, 11/1/2006
Mark W. Arnold, M.D., Surgery, Laser, Assoc Attending, 11/13/2006
Ralph S. Augostini, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 11/1/2006
Robert Bahnson, M.D., Surgery, Laser, Attending, 11/13/2006
Michael A. Baird, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 11/1/2006
Susan D. Bell, C.N.P., Neurological Surgery, Prescriptive Authority, Lumbar Puncture, and Discharge Instructions/Order Writing, Allied Health, 11/1/2006
Tammy Bennett, C.N.P., Internal Medicine, Prescriptive Authority, Chemo Administration, Intrathecal Chemo, Bone Marrow Aspiration & Biopsy, and Lumbar Puncture with IT Chemo, Allied Health, 11/1/2006
William F. Bennett, M.D., Radiology, Moderate Sedation, Assoc Attending, 11/1/2006
Cathy Benninger, C.N.P., Internal Medicine, Prescriptive Authority, Allied Health, 11/1/2006
Don M. Benson, M.D., Internal Medicine, Moderate Sedation, Attending, 11/1/2006
P. Mark Bloomston, M.D., Surgery, Moderate and Deep Sedation, Attending, 11/1/2006
Lisha M. Blue, C.N.P., Internal Medicine, Prescriptive Authority, Allied Health, 11/1/2006
Lori E. Boedigheimer, C.N.P., Internal Medicine, Prescriptive Authority, Allied Health, 11/1/2006
Eric C. Bourekas, M.D., Radiology, Moderate Sedation, Assoc Attending, 11/1/2006
Shael Brachman, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 10/13/2006
Timothy D. Brennan, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 11/1/2006
Michelle L. Brooker, C.N.P., Internal Medicine, Arterial Blood Gases, Chemo Administration, Bone Marrow Aspirations & Biopsies, Lumbar Puncture with IT Chemo, Intrathecal Chemo, Lumbar Puncture, and Chemo via Ommaya Reservoir, Allied Health, 11/1/2006
Kristine K. Browning, C.N.P., Internal Medicine, Prescriptive Authority, Allied Health, 11/1/2006
Meleana J. Burt, C.N.P., Surgery, Prescriptive Authority and Discharge Instructions/Order Writing, Allied Health, 11/1/2006
Charles A. Bush, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 11/1/2006
Kathleen Cadmus, C.N.P., Internal Medicine, Prescriptive Authority, Allied Health, 11/1/2006
James H. Caldwell, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 11/1/2006
John E. Carlson, M.D., Radiology, Moderate Sedation, Assoc Attending, 11/1/2006
Jeffrey M. Caterino, M.D., Emergency Medicine, Moderate Sedation, Assoc Attending, 11/1/2006
Karen M. Catignani, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 11/13/2006
Guillermo Chacon, D.D.S., Dentistry, Laser, Assoc Attending, 11/1/2006
Donald W. Chakeres, M.D., Radiology, Moderate Sedation, Assoc Attending, 11/1/2006

Ellen H. Chen, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 11/1/2006
Greg A. Christoforidis, M.D., Radiology, Moderate Sedation, Assoc Attending, 11/1/2006
Johannah Clarke, C.N.P., Internal Medicine, Prescriptive Authority, Allied Health, 11/1/2006
Rebecca Coffey, C.N.P., Surgery, Prescriptive Authority, Allied Health, 11/1/2006
Stephen C. Cook, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 11/1/2006
Glen E. Cooke, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 11/1/2006
Juan A. Crestanello, M.D., Surgery, Moderate and Deep Sedation, Assoc Attending, 11/1/2006
Curt J. Daniels, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 11/1/2006
Emile G. Daoud, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 11/1/2006
Mohan Das, M.D., Surgery, Diagnostic angiograms: Aortoiliac and brachiocephalic arteries, Infrainguinal arteries., Peripheral interventions: Aortoiliac and brachiocephalic arteries, Infrainguinal arteries., Assoc Attending, 11/13/2006
Hollie B. Devine, C.N.P., Internal Medicine, Chemo Administration, Bone Marrow Aspiration & Biopsy, Allied Health, 11/1/2006
Erik W. Evans, D.D.S., M.D., Dentistry, Laser, Assoc Attending, 11/13/2006
Nicole Hans, C.N.P., Neurology, Prescriptive Authority, Allied Health, 11/13/2006
Ayesha K. Hasan, M.D., Internal Medicine, Echocardiography, Assoc Attending, 10/13/2006
Lisa Hoffman, C.N.S., Internal Medicine, Chemotherapy Administration, Skin Punch Biopsy/Suturing, Bone Marrow Aspiration & Biopsy, Allied Health, 11/13/2006
John D. Hummel, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 11/1/2006
Steven J. Kalbfleisch, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 11/1/2006
Trisha Kall, C.N.P., Internal Medicine, Prescriptive Authority, Allied Health, 10/13/2006
Simon S. Lo, M.B, Ch.B., Radiation Medicine, NOMOS radiosurgery, Attending, 10/13/2006
Raymond D. Magorien, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 10/13/2006
Joyce Marrs, C.N.P., Internal Medicine, Prescriptive Authority, Allied Health, 11/13/2006
Nina Mayr, M.D., Radiation Medicine, NOMOS radiosurgery, Attending, 10/13/2006
Ernest L. Mazzaferri, Jr., M.D., Internal Medicine, Diagnostic angiograms: aortoiliac and brachiocephalic arteries, abdominal visceral (renal and mesentric) arteries, infrainguinal arteries. Peripheral interventions: aortoiliac and brachiocephalic arteries, abdominal visceral (renal and mesentric) arteries, infrainguinal arteries, Assoc Attending, 10/13/2006
Susan Moffatt-Bruce, M.D., Ph.D., Surgery, Moderate and Deep Sedation, Assoc Attending, 10/13/2006
Joseph Montebello, M.D., Radiation Medicine, NOMOS radiosurgery, Attending, 10/13/2006
Herbert B. Newton, M.D., Neurology, Comprehensive Wound Care, Attending, 10/13/2006
Sanjay Rajagopalan, M.B.B.S., Internal Medicine, Moderate Sedation, Assoc Attending, 11/13/2006
Joel Rice, C.N.P., Internal Medicine, Bone marrow aspiration & biopsy, and Chemotherapy Administration, Allied Health, 10/13/2006

Chittoor B. Sai-Sudhakar, M.D., Surgery, Moderate and Deep Sedation, Assoc Attending, 10/13/2006
Denise Schimming C.N.P, Surgery, Prescriptive Authority and Remove Drains, Allied Health, 11/1/2006
Renee Schnug, C.N.P., Surgery, Prescriptive Authority, Allied Health, 11/13/2006
John H. Sirak, M.D., Surgery, Moderate and Deep Sedation, Assoc Attending, 10/13/2006
Jean E. Starr, M.D., Surgery, Diagnostic angiograms: aortoiliac and brachiocephalic arteries, abdominal visceral (renal and mesentric) arteries, infrainguinal arteries & extracranial cerebral arteries. Peripheral interventions: aortoiliac and brachiocephalic arteries, abdominal visceral (renal and mesentric) arteries, infrainguinal arteries & extracranial cerebral arteries, Assoc Attending, 10/31/2006
Benjamin C. Sun, M.D., Surgery, Moderate and Deep Sedation, Assoc Attending, 10/13/2006
Kathryn M. Todd, C.N.P., Internal Medicine, Prescriptive Authority, Allied Health, 10/13/2006
Patrick Vaccaro, M.D., Surgery, Diagnostic angiograms: aortoiliac and brachiocephalic arteries, infrainguinal arteries & extracranial cerebral arteries. Peripheral interventions: aortoiliac and brachiocephalic arteries, infrainguinal arteries, Assoc Attending, 10/13/2006
Raul Weiss, M.D., Internal Medicine, Moderate Sedation, Assoc Attending, 11/1/2006

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RESOLUTIONS IN MEMORIAM

Resolution No. 2007-69

Synopsis: Approval of Resolutions in Memoriam is proposed.

RESOLVED, That the Board adopt the following Resolutions in Memoriam and that the President be requested to convey copies to the families of the deceased.

Gerald P. Brierley

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on October 22, 2006, of Gerald P. Brierley, Chairperson and Professor Emeritus in the Department of Molecular and Cellular Biochemistry.

Professor Brierley earned B.S. and Ph.D. degrees in biochemistry from the University of Maryland. He served as an officer in the U.S. Air Force and retired as a reserve captain. He completed a post-doctoral fellowship at the University of Wisconsin's famed Enzyme Institute under the tutelage of Dr. David Green. He joined The Ohio State University in 1964 and served as chairperson of the department from 1980 until his retirement in 1995.

Throughout his career Professor Brierley maintained a high level of accomplishment in all three categories of the academic endeavor. As a teacher at the graduate level he offered an advanced course in bioenergetics. He directed and lectured in a course on integration of metabolism that was and remains one of the required courses in the campus-wide biochemistry graduate program. Fourteen students conducted their Ph.D. degree thesis research under his direction and 11 investigators worked with him as post-doctoral fellows.

Dr. Brierley began his research pursuing the mechanism of oxidative phosphorylation. His early work was the first American verification of Nobel Laureate Peter Mitchell's theory of oxidative phosphorylation. He produced over 240 research publications, book chapters, and review articles. He is best known for his research on ion transport reactions in mitochondria and the metabolism of isolated heart cells. His laboratory developed analytical methods and the importance of Ca^{2+} in mechanisms of cell injury. These efforts produced the first successful attempts to maintain cardiac myocytes in culture. The approaches developed remain as a core method in studying the biology of the heart. This led to the literature that now exists on cell death, cell injury, and the repair of injured cells in the heart.

Gerald Brierley was an active member of the University community and served on numerous school, college, and University committees. He was active in national and international professional societies. He served on National Institute of Health study sections as well as grant reviews for the American Heart Association and Veterans Administration. He was an editorial board member for the journals *Archives of Biochemistry and Biophysics*, the *Journal of Bioenergetics and Biomembranes*, and *Molecular and Cellular Biochemistry*.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Gerald P. Brierley its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Christie J. Geankoplis

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on November 15, 2005, of Christie J. Geankoplis, Professor Emeritus in the Department of Chemical and Biomolecular Engineering (previously the Department of Chemical Engineering).

He was born June 18, 1921, in Minneapolis, and graduated from the University of Minnesota in 1943 with a Bachelor of Science degree in chemical engineering. He attended graduate school at the University of Pennsylvania, where he received a Master of Science degree in chemical engineering in 1946 and a Ph.D. degree in 1949.

From 1943-46, Professor Geankoplis was chief engineer for the Atlantic Richfield Corporation, where he was in charge of process research to produce aviation gasoline for the armed forces. He was a member of the chemical engineering faculty at The Ohio State University from 1949 until his retirement in 1985. As a senior faculty member in the Department of Chemical Engineering, Dr. Geankoplis had a great deal of influence on departmental policies and direction as well as on the curriculum. He also provided valuable guidance and advice to younger faculty members.

After his OSU retirement, Christie Geankoplis joined the faculty of the Department of Chemical Engineering and Materials Science at the University of Minnesota. He was also a consultant for 20 years for General Mills Chemicals and for Battelle Memorial Research Institute, Columbus, Ohio.

His research focused on transport processes in biochemical engineering and biochemical reactor engineering. He wrote the chemical engineering texts *Transport Processes and Separation Process Principles* and *Mass Transport Phenomena*, and published more than 50 research articles.

An outstanding athlete, Dr. Geankoplis was the Minnesota state high school singles tennis champion in 1939 and won the doubles title twice. He was the captain of the tennis team at the University of Minnesota in 1942 and 1943. He was awarded the Big Ten Western Conference Medal in 1943 for the outstanding scholar athlete at Minnesota, the first time ever for a young minor sport.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Christie J. Geankoplis its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Richard I. Hang

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on October 2, 2006, of Richard I. Hang, Professor Emeritus in the Department of Civil and Environmental Engineering and Geodetic Science.

Professor Hang received his Bachelor of Science degree in chemical engineering in 1946 and his Master of Science degree in chemical engineering in 1952, both degrees from The Ohio State University. Dr. Hang was a professor of engineering graphics in the original Department of Engineering Graphics and taught in the department for over 35 years. Professor Charles Vierck (Department of Engineering Drawing), who took over the publication of the successful engineering graphics texts by Professor Thomas E. French, acknowledged the work of Professor Hang in preparing illustrations for the textbook and designing problems for the workbook. Professor Hang co-authored three workbooks with Professor Vierck: *Engineering Drawing Problems*, *Fundamental Engineering Drawing Problems*, and *Graphics Science Problems*.

The Department of Computer Science and Engineering (originally called CIS – Computer Information Science) was established in 1968. This was one of the earliest departments of computer science formed in academia. Because of its clear and growing importance, there was a large and rapidly increasing demand by students to study this new and exciting discipline. At the same time there was a dearth of qualified instructors available. Professor Hang volunteered to teach some of the beginning courses for the CIS Department, since he had developed several of the new computer applications for his work in engineering graphics. In 1969 Professor Hang was given a joint appointment with the CIS Department. He continued to teach in the department until his retirement in 1983.

Professor Hang also served in the U.S. Army Air Corps during World War II.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Richard I. Hang its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Yehiel Hayon

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on August 4, 2006, of Yehiel Hayon, Professor Emeritus in the Department of Near Eastern Languages and Cultures.

Professor Hayon received his B.A. degree with honors in Hebrew language and literature from Tel Aviv University, and received his M.A. and Ph.D. degrees in linguistics from the University of Texas in 1968 and 1969, respectively. He joined The Ohio State University faculty in 1969. In November 1973 he was appointed the first recipient to the designated Professorship of Hebrew in the College of Humanities. He served as the head of the Division of Hebrew Language and Literature at OSU from 1974-79 and was instrumental in creating the Department of Judaic and Near Eastern Languages and Literatures in 1979. In October 1981 he was appointed as director of the Melton Center for Jewish Studies.

Professor Hayon was the author of two books. One of the first Hebrew texts geared to college teaching, the three-volume college series, *Modern Hebrew*, has been used in numerous colleges and universities around the country. His other book was *Relativization in Hebrew*. Dr. Hayon became internationally recognized in the area of Hebraica through his editorship of the *Hebrew Annual Review*, the first academic journal of Hebrew studies in the United States.

Professor Hayon had served on the executive board of the National Association of Professors of Hebrew, and was a member of the Linguistics Society of America and the Association of Jewish Studies.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Yehiel Hayon its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Betty J. Meyer

The Board of Trustees of the Ohio State University expresses its sorrow upon the death on October 25, 2006, of Betty J. Meyer, Professor Emeritus in the University Libraries.

Professor Meyer graduated with a Bachelor of Arts degree from Ball State College in 1940 and a Bachelor of Science in Library Science degree from Western Reserve University in 1945. She worked in the Grandview Heights Public Library following her college graduation, and joined The Ohio State University Libraries staff following the receipt of her library degree. She began her career at the OSU Libraries as a cataloger and moved into progressively more responsible positions until she was appointed assistant director for Technical Services in 1971, and retained that position until her retirement in 1983. Following the resignation of Hugh Atkinson as director of Libraries in 1976, she also served as acting director of Libraries until William Studer was appointed as director in 1977.

Professor Meyer was active in librarianship at local, regional, and national levels. Her national participation was primarily with the Resources and Technical Services Division (RTSD) of the American Library Association. She served on the RTSD Cataloging and Classification Section Policy and Research Committee and on the RTSD Board of Directors. Previously she had served as chairperson of both the RTSD Piercy Award Jury and the RTSD Resources Section Library Materials Price Index Committee. While serving as chairperson of the RTSD Council of Regional Groups, she also served as editorial advisor for Regional Groups for *Library Resources and Technical Services*, the professional journal of RTSD.

Professor Meyer was a central figure in the automation of library processes. She was a member of several of the early advisory groups that helped develop OCLC's shared cataloging system, which began in Ohio and subsequently spread to the rest of the country and then the world. She was also instrumental in the development of Ohio State's own catalog/circulation system, which took advantage of data generated via the OCLC system, and she adapted the Libraries' technical services organization and procedures to make best use of OCLC.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Betty J. Meyer its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to her family as an expression of the Board's heartfelt sympathy.

Joan L. Sharp

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on September 22, 2006, of Joan L. Sharp, Assistant Professor Emeritus in the School of Allied Medical Professions.

Professor Sharp received her B.S. degree from the University of Nebraska in 1952, and completed a dietetic internship at the University of Michigan in 1953. She then earned an M.S. degree at The Ohio State University in 1959.

She served as the director of Nutrition and Dietetics at The Ohio State University Medical Center and as assistant professor in Medical Dietetics in the School of Allied Medical Professions until she retired in 1988. She contributed immensely toward establishing the relationship between the academic setting of Medical Dietetics and the practice setting of the hospital, creating a learning environment for all students.

Throughout her years as director of Nutrition and Dietetics, she provided extensive service to the profession. She presided as president of the Ohio Dietetic Association from 1960-61 and of the American Dietetic Association from 1977-78.

On behalf of the University community, the Board of Trustees expresses to the friends and family of Professor Joan L. Sharp its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees.

Betty J. Thomas

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on October 15, 2006, of Betty J. Thomas, Associate Professor Emeritus in the College of Nursing.

Professor Thomas received a diploma in nursing from the Mt. Carmel School of Nursing in 1946, a Bachelor of Science in Education degree from The Ohio State University in 1950, and a Master's degree in psychiatric nursing from The Catholic University of America in 1958.

Professor Thomas began her work at Ohio State as a program director and instructor in the School of Nursing, now known as the College of Nursing, in 1958. She was promoted to assistant professor in 1961, associate professor in 1966, and served until her retirement in 1985. Her specialty area was psychiatric-mental health nursing.

During her tenure at OSU, Professor Thomas was the long-term program director of the National Institute of Mental Health project focusing on the integration of human relations and interpersonal relations skills throughout the curriculum. She taught senior level psychiatric-mental health courses, and received numerous teaching awards. Professor Thomas was an active member of the University community and served on numerous department, school, and University committees. Betty Thomas also created and taught a groundbreaking course in counseling and interpersonal relations for seminary students at the Pontifical College Josephinum.

She was a member of the American Nursing Association, the American Association of University Professors, and Sigma Theta Tau.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Betty J. Thomas its deepest sympathy and sense of understanding for their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to her family as an expression of the Board's heartfelt sympathy.

Eldridge A. Whitehurst

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on February 4, 2005, of Eldridge A. Whitehurst, Professor Emeritus in the Department of Civil and Environmental Engineering and Geodetic Science.

Professor Whitehurst received his Bachelor of Science degree in civil engineering from the Virginia Military Institute in 1947 and his Master of Science degree in civil engineering from Purdue University in 1950. His education had been put on hold from 1943-46 when he served in the U.S. Marine Corps. From 1947-50 he was employed by the Portland Cement Association in Chicago. He was primarily involved with developing equipment for measuring impulse velocities through concrete for testing concrete uniformity and durability, mostly for bridges and dams throughout the United States. Whitehurst was a research engineer at Purdue University from 1950-52.

Eldridge Whitehurst moved to the University of Tennessee in Knoxville in 1952, where he held positions as research engineer, professor of civil engineering, associate director of the engineering research station, and director of the Tennessee Highway Research Program. His specialty was concrete and pavement slipperiness. He did extensive work in accident reconstruction. He became a TSK (Technical Society of Knoxville) member and was a director in 1960 and 1962, vice president in 1963, and president in 1964. He also served as a member of the Technical Advisory Committee for the Urban Transportation Study for the Knoxville-Knox County Area and as a member of the Advisory Committee for the Tennessee State Traffic Control Devices Study.

Professor Whitehurst moved to The Ohio State University in 1970, where he held positions as professor of civil engineering, director of Transplex/OSU, and director of the Field Test and Evaluation Center for Eastern United States. He continued his studies in skid research and supervised the development of the Eastern Field Test Center and Reference Ski Measurement Systems. Professor Whitehurst retired in 1988.

Mr. Whitehurst was a licensed professional engineer in Virginia, Ohio, and Tennessee. He was a member of the American Road and Transportation Builders Association, the American Society for Testing and Materials Standards (ASTM), the American Concrete Institute, and the American Society of Engineering Education, and was a fellow of the American Society of Engineers. He was the recipient of the ASTM Award of Merit and the ASTM Tilton E. Shelburne Award.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Eldridge A. Whitehurst its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

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UNIVERSITY DEVELOPMENT REPORT

Resolution No. 2007-70

Synopsis: The report on the receipt of gifts and the summary for October 2006 are presented for Board acceptance.

WHEREAS monies are solicited and received on behalf of the University from alumni, industry, and various individuals in support of research, instructional activities, and service; and

WHEREAS such gifts are received through The Ohio State University Development Fund and The Ohio State University Foundation; and

WHEREAS this report includes the establishment of The Sarah Ross Soter Endowed Chair in Women's Cardiovascular Health at OSU Heart Center; and

WHEREAS this report includes the establishment of eight (8) new named endowed funds, the revision of one (1) endowed chair, and the revision of three (3) endowed funds:
NOW THEREFORE

BE IT RESOLVED, That the acceptance of the report from The Ohio State University Development Fund and The Ohio State University Foundation during the month of October 2006 be approved.

PRIVATE SUPPORT – TOTAL FUND RAISING ACTIVITY

	July – October 2006	July – October 2005	% Change
Gift Receipts			
Cash, Securities, GIK	$29,018,940	$24,827,695	17
Irrevocable Trusts & Anties	$237,421**	$669,152	(65)
Gifts from Bequests	$4,835,954	$4,654,671	
Total Gift Receipts	$34,092,315	$30,151,518	
Net Pledges Acquired	$10,173,107	$21,158,271	(52)
Net Revocable Planned Gifts Acquired			
Bequest Expectancies	$5,345,000	$14,766,650	(64)
Trust Expectancies	$10,025,000	$7,005,737	43
Total Net Planned Gifts	$15,370,000	$21,772,387	(29)
Total	$59,635,422	$73,082,176	(18)

** Per national reporting standards, irrevocable trusts are counted at present value.

December 8, 2006 meeting, Board of Trustees

TOTAL UNIVERSITY PRIVATE SUPPORT
July through October
2006 Compared to 2005
GIFT RECEIPTS BY DONOR TYPE

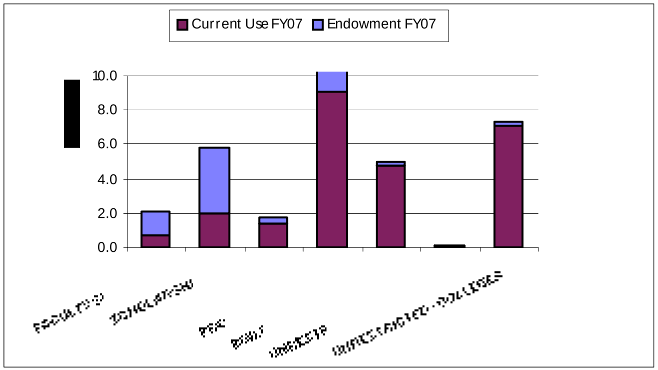
	Donors			Dollars		
	2006	2005	%Change	2006	2005	Change
Individuals:						
Alumni (Current Giving)	21,128	20,088	5	$5,272,511	$6,024,334	(12)
Alumni (Irrevocable Trusts & Annuities)	8	7	14	197,333*	83,550	136
Alumni (From Bequests)	21	16	31	3,040,173	1,347,502	126
Alumni Total	21,157	20,111	5	$8,510,017	$7,455,386	14
Non-Alumni (Current Giving)	14,212	14,131	1	$5,345,397	$4,115,801	30
Non-Alumni (Irrevocable Trusts & Annuities)	3	2	50	40,087*	585,602	(93)
Non-Alumni (From Bequests)	15	18	(17)	1,795,781	3,307,169	(46)
Non-Alumni Total	14,230	14,151	1	$7,181,265	$8,008,572	(10)
Individual Total	35,387	34,262	3	$15,691,282	$15,463,957	1
Corporations/Corp/Foundations	1,257	1,330	(5)	$10,520,805	$9,081,593	16
Private Foundations	203	184	10	$6,164,144	$4,028,068	53
Associations & Other Organizations	510	513	(1)	$1,716,084	$1,577,900	9
Total	37,357	36,289	3	$34,092,315	$30,151,518	13

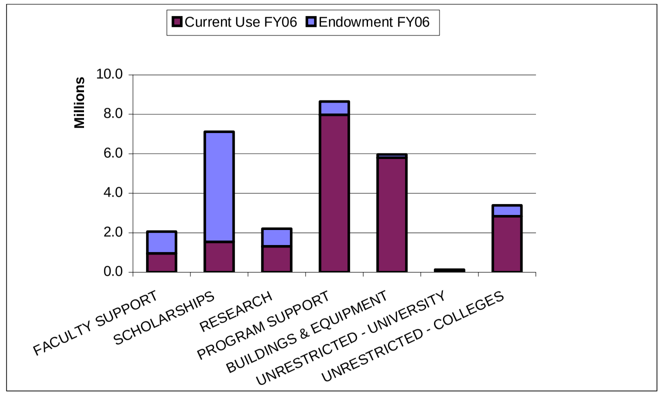
*Per national reporting standards, alumni counts now include alumni spouse donors.

GIFT RECEIPTS BY PURPOSE
Dollars
July through October

	2006 Current Use	2006 Endowment	2006 Total	2005 Current Use	2005 Endowment	2005 Total	%Change
FACULTY SUPPORT	735,633	1,398,893	2,134,526	963,436	1,088,090	2,051,526	4
SCHOLARSHIPS	1,955,379	3,818,736	5,774,115	1,542,388	5,567,498	7,109,887	(19)
RESEARCH	1,340,050	454,032	1,794,083	1,317,756	886,553	2,204,309	(19)
PROGRAM SUPPORT	9,019,530	2,656,121	11,675,652	7,965,980	686,718	8,652,699	35
BUILDINGS & EQUIPMENT	4,732,211	301,480	5,033,691	5,795,843	161,463	5,957,305	(16)
UNRESTRICTED – UNIVERSITY	170,311	---	170,311	125,933	---	125,933	35
UN RESTRICTED – COLLEGES	7,104,701	166,170	7,270,871	2,839,498	540,400	3,379,898	115
Total	$25,057,815	$8,795,434	$33,853,249*	$20,550,834	$8,930,722	$29,481,557	15

*Purpose Report Total does not include Irrevocable Deferred gifts, so the total will be lower than the total on the Donor Type Report.





THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

Change in Name of Named Endowed Chair

From: William H. Havener, M.D. Chair in Ophthalmology Research
To: William H. Havener, M.D. Chair in Ophthalmology

Establishment of Named Endowed Fund

James R. Miller Scholarship Fund
(Used to provide merit-based scholarships for students from New Mexico; provided by gifts from the OSU Alumni Club of New Mexico and friends)

Change in Description of Named Endowed Fund

The John Arthur and Theodore H. Harley Family Scholarship Fund

THE OHIO STATE UNIVERSITY FOUNDATION

	Total Gifts
Establishment of Named Endowed Chair	
The Sarah Ross Soter Endowed Chair in Women's Cardiovascular Health at OSU Heart Center (Used to provide a chair position in the Division of Cardiovascular Medicine in the College of Medicine; provided by gifts from Sarah Ross Soter)	$2,022,670.41
Establishment of Named Endowed Funds	
The Peter Paul Chichilo and Pauline Worster Chichilo Endowed Fund (Used by the University for general purposes at the discretion of the president and senior vice president for Business and Finance; provided by unrestricted gifts given in the names of Peter Paul and Pauline Worster Chichilo from Mr. Chichilo's estate)	$1,713,260.58
Dr. Charles W. Fox Family Teaching Excellence Award Fund (Used to provide a teaching excellence award in the College of Veterinary Medicine; provided by a gift from Dr. Charles W. Fox)	$177,365.76
The Barbara Lynn Fisher Bott Endowed Scholarship Fund in Medical Dietetics (Used to support scholarships for undergraduate and graduate students enrolled in the Medical Dietetics Division of the School of Allied Medical Professions; provided by gifts from Kevin Neal Bott, family, and friends in memory of Barbara Lynn Fisher Bott)	$50,000.00
Carl C. Tucker Scholarship Fund (Used to provide merit-based scholarships for students in the Moritz College of Law; provided by a gift from Robert C. Tucker in memory of Carl C. Tucker)	$50,000.00
Dr. Gary W. Johnson Memorial Scholarship Fund (Used to fund one scholarship for a student enrolled in the College of Veterinary Medicine; provided by gifts from Steven G. Kashishian, friends and colleagues of Dr. Gary W. Johnson)	$37,050.00

Alpha Zeta Omega Henry E. Agin Scholarship Fund (Used to provide a need-based scholarship for a full-time PharmD student in good standing from counties in northeast Ohio; provided by a gift from Alpha Zeta Omega Fraternity, Theta Chapter, in honor of Henry E. Agin)	$25,000.00
The George H. Lohrman, M.D. Athletic Scholarship Fund (Used to supplement the scholarship costs of a student-athlete pursuing an undergraduate degree at OSU who is a member of the football team; provided by a gift from John D. Lohrman in memory of George H. Lohrman)	$25,000.00

Change in Description of Named Endowed Fund

Governor James A. Rhodes Scholarship Endowment Fund

Change in Name of Named Endowed Fund

From: The Paula and Fred Brothers Endowment Fund for Breast Cancer Research

To: The Paula and Fred Brothers Endowment Fund for Breast Cancer Research in Memory of Genevieve Monti-Brothers

Total $4,128,863.75

THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

Change in Name of Named Endowed Chair

William H. Havener, M.D. Chair in Ophthalmology

The William H. Havener, M.D., Chair in Ophthalmology Research Fund was established June 2, 1989 by the Board of Trustees of The Ohio State University with gifts from friends and colleagues in honor of William H. Havener, M.D. The description was revised on December 1, 1989. The funding level has been reached and the chair was established as the William H. Havener, M.D. Chair in Ophthalmology Research September 22, 2006. The name was revised December 8, 2006.

The annual distribution from this fund shall be used to provide support for a chair position to a faculty member in the Department of Ophthalmology who is an outstanding teacher of residents and medical students in clinical ophthalmology and who provides excellent patient care. The recipient will be recommended by the chairperson of the Department of Ophthalmology to the senior vice president for Health Sciences and the dean of the College of Medicine and approved by the Board of Trustees.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees as recommended by the senior vice present for Health Sciences and the dean of the College of Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

Establishment of Named Endowed Fund

James R. Miller Scholarship Fund

The James R. Miller Scholarship Fund was established December 8, 2006, by the Board of Trustees of The Ohio State University with gifts in memory of James Richard Miller (B.S.Bus.Adm., 1938) from the OSU Alumni Club of New Mexico and friends.

The annual distribution from this fund shall provide merit-based scholarships for students from New Mexico. Scholarship recipients will be recruited, interviewed, ranked, and recommended by the Scholarship Committee of OSU Alumni Club of New Mexico and selected by the Office of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees as recommended by the director of the Office of Student Financial Aid. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

Amount Establishing Endowment: $28,517.00

Change in Description of Named Endowed Fund

The John Arthur and Theodore H. Harley Family Scholarship Fund

The John Arthur and Theodore H. Harley Family Scholarship Fund was established February 2, 1979, by the Board of Trustees of The Ohio State University with a gift from Theodore H. Harley (B.C.E., 1943) of Pittsburgh, Pennsylvania. The description was revised December 8, 2006.

Twenty percent (20%) of the annual distribution from this fund shall be reinvested in the endowment principal. The remaining eighty percent (80%) shall provide scholarships for graduates of Grove City, Ohio, public high schools who are pursuing a degree in materials science and engineering with preference to those who are specializing in ceramics. Scholarship recipients will be selected by the dean of the College of Engineering and the chairperson of the Department of Materials Sciences and Engineering in consultation with the Office of Student Financial Aid.

If no scholarship is awarded for five consecutive years based on the criteria above, scholarships may be awarded to graduates of Grove City, Ohio, public high schools who are enrolled in the College of Food, Agricultural, and Environmental Sciences. Scholarship recipients will be selected by the vice president for Agricultural Administration and University Outreach, and executive dean for Food, Agricultural, and Environmental Sciences in consultation with the Office of Student Financial Aid.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees as recommended by the dean of the College of Engineering and the chairperson of the Department of Materials Sciences and Engineering. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

THE OHIO STATE UNIVERSITY FOUNDATION

Establishment of Named Endowed Chair

The Sarah Ross Soter Endowed Chair
in Women's Cardiovascular Health at OSU Heart Center

The Sarah Ross Soter Endowed Chair Fund in Women's Cardiovascular Health at OSU Heart Center was established February 4, 2005, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Sarah Ross Soter. The description was revised July 8, 2005. The funding level has been reached and the chair was established December 8, 2006.

The annual distribution shall provide a chair position in the Division of Cardiovascular Medicine in the College of Medicine in order to advance the medical science related to women's cardiovascular health. The position shall be held by a nationally eminent physician/researcher specializing in women's cardiovascular health as recommended by the senior vice president for Health Sciences and the dean of the College of Medicine in consultation with the director of the Division of Cardiovascular Medicine and the donor. The activities of the endowed chair holder shall be reviewed no less than every five years by the senior vice president for Health Sciences and the dean of the College of Medicine to determine compliance with the intent of the donor as well as the academic and research standards of the University.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by senior vice president for Health Sciences, the dean of the College of Medicine, and the director of the Division of Cardiovascular Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: $2,022,670.41

The Peter Paul Chichilo and Pauline Worster Chichilo Endowed Fund

The Peter Paul Chichilo and Pauline Worster Chichilo Endowed Fund was established December 8, 2006, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with unrestricted gifts given in the names of Peter Paul (B.S., 1943; M.S., 1947) and Pauline Worster Chichilo from Mr. Chichilo's estate.

The annual distribution from this fund shall be used by the University for general purposes at the discretion of the president and the senior vice president for Business and Finance.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

Amount Establishing Endowment: $1,713,260.58

Dr. Charles W. Fox Family Teaching Excellence Award Fund

The Dr. Charles W. Fox Family Teaching Excellence Award Fund was established December 8, 2006, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dr. Charles W. Fox (D.V.M., 1939).

The annual distribution from this fund shall provide a teaching excellence award in the College of Veterinary Medicine. The criteria will include superior ratings derived from course evaluation forms as well as prompt submission of student grades to the college office. The recipient shall be selected by a committee composed of previous awardees or distinguished teaching award winners from within the College as well as appropriate teaching excellence experts from outside the College but employed by The Ohio State University.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use benefiting the teaching faculty of the College of Veterinary Medicine shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the College of Veterinary Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: $177,365.76

The Barbara Lynn Fisher Bott Endowed Scholarship Fund in Medical Dietetics

The Barbara Lynn Fisher Bott Endowed Scholarship Fund in Medical Dietetics was established December 8, 2006, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Kevin Neal Bott (B.S., 1976; M.A., 1980; Ph.D., 1981) and family and friends in memory and honor of Barbara Lynn Fisher Bott (B.S., 1977; M.S., 1979).

The annual distribution of this fund shall be used to support scholarships for undergraduate and graduate students enrolled in the Medical Dietetics Division of the School of Allied Medical Professions. The selection of the recipients of the Barbara Bott Scholarships shall be made based on academic merit or financial need and at the recommendation of the director of the Division of Medical Dietetics in consultation with the Office of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist, or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the director of the School of Allied Medical Professions and the dean of the College of Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: $50,000.00

Carl C. Tucker Scholarship Fund

The Carl C. Tucker Scholarship Fund at The Michael E. Moritz College of Law was established December 8, 2006, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Robert C. Tucker (J.D., 1976) in memory of his father, Carl C. Tucker (B.A., 1932; J.D., 1934).

The annual distribution from this fund shall provide merit-based scholarships for students in the Moritz College of Law. Scholarship recipients will be selected by the dean of the Moritz College of Law in consultation with the Office of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the Moritz College of Law. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: $50,000.00

Dr. Gary W. Johnson Memorial Scholarship Fund

The Dr. Gary W. Johnson Memorial Scholarship Fund was established December 8, 2006, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Steven G. Kashishian, friends, and colleagues to honor Dr. Gary W. Johnson (B.S., 1957; D.V.M., 1960).

The annual distribution from this fund shall be used to fund one (1) scholarship for a student enrolled in the College of Veterinary Medicine. The scholarship recipient shall be selected by the dean of the College of Veterinary Medicine in consultation with the Office of Student Financial Aid.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the College of Veterinary Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

Amount Establishing Endowment: $37,050.00

Alpha Zeta Omega Henry E. Agin Scholarship Fund

The Alpha Zeta Omega Henry E. Agin Scholarship Fund was established December 8, 2006, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Alpha Zeta Omega Fraternity, Theta Chapter in honor of Henry E. Agin.

The annual distribution from this fund shall provide a need-based scholarship for a full-time PharmD student in good standing at The Ohio State University College of Pharmacy with a 3.0 or higher grade point average based on a 4.0 grading system and who comes from the Northeast Ohio counties (east to Pennsylvania, south to Mansfield, and west to Sandusky). Scholarship recipients will be selected by the dean of the College of Pharmacy and the assistant dean of Student Affairs in consultation with the Office of Student Financial Aid.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the dean of the College of Pharmacy and the assistant dean of Student Affairs. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: $25,000.00

The George H. Lohrman, M.D. Athletic Scholarship Fund

The George H. Lohrman, M.D. Athletic Scholarship Fund was established December 8, 2006, by the Board of Trustees of The Ohio State University in accordance with guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from John D. Lohrman (B.A., 1982) in memory of his father, George H. Lohrman, an associate professor in the College of Medicine from 1956-86.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of a student-athlete who is pursuing a degree at The Ohio State University and is a member of the football team. Candidates must be from the State of Ohio and maintain a minimum grade point average (GPA) of 3.0. Scholarship recipients shall be selected by the director of Athletics in consultation with the Office of Student Financial Aid.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to prove unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the director of Athletics. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donor as good conscience and need dictate.

Amount Establishing Endowment: $25,000.00

Change in Description of Named Endowed Fund

Governor James A. Rhodes Scholarship Endowment Fund

The Governor James A. Rhodes Scholarship Endowment Fund was established September 22, 2006, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the Ohio Expositions Commission, and friends of 4-H Youth Development, of Ohio FFA, and of the late Governor James A. Rhodes. The description was revised December 8, 2006.

The annual distribution from this fund shall provide one or more scholarships to incoming freshmen or undergraduate students at The Ohio State University College of Food, Agricultural, and Environmental Sciences, or OSU-ATI in Wooster. Scholarship recipients will have a history of active participation in Junior Fair activities at the Ohio State Fair. Scholarship recipients shall be chosen by the vice president for Agricultural Administration and University Outreach, and executive dean for Food, Agricultural, and Environmental Sciences or his/her designee.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the vice president for Agricultural Administration and University Outreach, and executive dean for Food, Agricultural, and Environmental Sciences and a committee representing the Ohio Expositions Commission, and 4-H and FFA representatives. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

<u>Change in Name of Named Endowed Fund</u>

The Paula and Fred Brothers Endowment Fund for Breast Cancer Research
in Memory of Genevieve Monti-Brothers

The Gloria Brothers Endowed Scholarship Fund for Student Exchange between Ohio State and Université de Rennes 2, Rennes, France was established July 9, 2004, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Fred Brothers in honor of his sister, Gloria, who studied in Rennes. The name and description were revised on February 1, 2006, to The Paula and Fred Brothers Endowment Fund for Breast Cancer Research, to reflect gifts from Paula Brothers, and to honor the memory of Fred's mother, Genevieve Monti-Brothers. The name was revised again December 8, 2006.

The annual distribution from this fund shall be used to support breast cancer research at the Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute at The Ohio State University as approved by the senior executive director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and the director of the Comprehensive Cancer Center in consultation with the senior vice president for Health Sciences and the dean of the College of Medicine.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that this fund should benefit the University in perpetuity. If, in the future, the need for this fund should cease to exist or so diminish as to provide unused distributions, then another use shall be designated by the Board of Trustees and Foundation Board as recommended by the senior executive director of The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute and the director of the Comprehensive Cancer Center in consultation with the senior vice president for Health Sciences and the dean of the College of Medicine. Any such alternate distributions shall be made in a manner as nearly aligned with the original intent of the donors as good conscience and need dictate.

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INTERIM AUTHORIZATION
TO ENTER INTO DESIGN, CONSTRUCTION MANAGEMENT, AND CONSTRUCTION CONTRACTS

Resolution No. 2007-71

Synopsis: Authorization to enter into design, construction management, and construction contracts for University capital projects as necessary prior to the February 2007 Board of Trustees meeting is requested.

WHEREAS to support the Academic Plan, ensure timely design and construction of University facilities and improvements, and make the most effective use of limited financial resources, the University desires to move forward expeditiously with needed capital projects, subject to approval by the Board of Trustees; and

WHEREAS the next scheduled meeting of the Board of Trustees is on February 2, 2007; and

WHEREAS during the intervening period, the Board desires to facilitate such approvals, subject to appropriate review and oversight:

NOW THEREFORE

BE IT RESOLVED, That in the intervening period before the next regularly scheduled meeting of the Board of Trustees on February 2, 2007, the Chair of the Fiscal Affairs Committee, in consultation with the Committee and with the Chair of the Board of Trustees as appropriate, shall have the authority, on behalf of the Board of Trustees, to authorize design, construction management, and construction contracts, and approve other related actions, for University capital projects; and

BE IT FURTHER RESOLVED, That, during this period, as approved by the President, the Senior Vice President for Business and Finance shall present any needed actions to authorize design, construction management, and/or construction contracts or take any related actions for capital projects to the Chair of the Fiscal Affairs Committee, as she may direct, for review and approval; and

BE IT FURTHER RESOLVED, That, in accordance with the process outlined above and subject to the written approval of the Chair of the Fiscal Affairs Committee, the President and/or Senior Vice President for Business and Finance shall be authorized to enter into design contracts and construction management contracts and enter into construction contracts, if satisfactory bids are received, and take any other related actions on capital projects, in accordance with established University and State of Ohio procedures, with these actions to be reported to the Board at the February 2007 meeting; and

BE IT FURTHER RESOLVED, That the authority granted by this resolution shall expire as of the February 2, 2007 meeting.

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APPROVAL TO ENTER INTO DESIGN AND CONSTRUCTION CONTRACTS, AND TO INCREASE CONSTRUCTION CONTRACTS

Resolution No. 2007-72

APPROVAL TO ENTER INTO DESIGN CONTRACTS

DOAN HALL – PET/CT SCANNER INSTALLATION
NEWARK – HOPEWELL AND FOUNDERS HALLS RENOVATIONS
OLENTANGY TRAIL IMPROVEMENTS – PHASE I

RESIDENCE HALL ELEVATOR UPGRADES
SMITH LABORATORY REHABILITATION

APPROVAL TO ENTER INTO CONSTRUCTION CONTRACTS
650 ACKERMAN ROAD – OSUMC BUILDING #4
BEVIS HALL – BIOMEDICAL ENGINEERING BASEMENT LABORATORY SPACE
BEVIS HALL – BIOMEDICAL ENGINEERING LABORATORY RENOVATION
CENTRAL CLASSROOM BUILDING – CLASSROOM RENOVATIONS
CLINICAL SPACE REORGANIZATION – 10 WEST RHODES INPATIENT ROOMS
INCREASE CAMPUS ELECTRIC CAPACITY PHASE I (THIRD TRANSFORMER)
JOURNALISM BUILDING – MULTI-MEDIA CLASSROOM
OHIO UNION GARAGE RENOVATION AND EXPANSION
OLENTANGY TRAIL IMPROVEMENTS – PHASE I
RESIDENCE HALL ELEVATOR UPGRADES

APPROVAL TO INCREASE CONSTRUCTION CONTRACTS
AMBULATORY MARROW TRANSPLANT UNIT 11TH FLOOR RENOVATION
OARDC FEED MILL

Synopsis: Authorization to enter into design and construction contracts, and to increase construction contracts, as detailed in the attached materials, is requested.

WHEREAS in accordance with the attached materials, the University desires to undertake, and enter into design contracts for, the following projects:

Doan Hall – PET/CT Scanner Installation (N/A)	$1.91M	Hospitals operating funds
Newark – Hopewell and Founders Halls Renovations (05-06 capital request)	$7.11M	State, Newark development, and COTC State funds
Olentangy Trail Improvements – Phase I (07-08 capital request)	$0.42M	State funds
Residence Hall Elevator Upgrades (N/A)	$1.90M	Student Affairs operating funds
Smith Laboratory Rehabilitation (05-06 capital request)	$2.80M	State funds

WHEREAS in accordance with the attached materials, the University desires to enter into construction contracts for the following projects:

650 Ackerman Road – OSUMC Building #4 (N/A)	$3.16M	Hospitals operating funds
Bevis Hall – Biomedical Engineering Base. Laboratory Space (N/A)	$0.68M	College operating funds
Bevis Hall – Biomedical Engineering Laboratory Renovation (05-06 capital req)	$0.49M	State funds
Central Classroom Building – Classroom Renovations (05-06 capital request)	$0.95M	State funds
Clinical Space Reorganization – 10 West Rhodes Inpatient Rooms (N/A)	$0.32M	Hospitals operating funds
Increase Campus Electric Capacity Phase I (Third Transformer) (07-8 capital request)	$6.00M	2007 bond proceeds
Journalism Building – Multi-Media Classroom (N/A)	$0.49M	College operating funds

Ohio Union Garage Renovation and (07-08 capital request)	$20.90M	2007 bond proceeds and T&P operating funds
Olentangy Trail Improvements – Phase I (07-08 capital request)	$0.42M	State funds
Residence Hall Elevator Upgrades (N/A)	$1.90M	Student Affairs operating funds

WHEREAS in accordance with the attached materials, the University desires to increase construction contracts for the following projects:

Ambulatory Marrow Transplant Unit 11th Floor Renovation (N/A)	$2.02M	Hospitals operating funds
OARDC Feed Mill (98-99 capital request)	$6.61M	State and Grant funds

**Parentheses indicates the biennial capital request or other action by the Board of Trustees to authorize the capital project; renovation projects funded by internal office or departmental funds that are noted as "N/A" have not had separate capital project authorization because of their smaller size or because they arose unexpectedly between capital planning cycles.*

NOW THEREFORE

BE IT RESOLVED, That the President and/or Senior Vice President for Business and Finance be authorized to enter into design and construction contracts, and to increase construction contracts, for the projects listed above in accordance with established University and State of Ohio procedures, with all actions to be reported to the Board at the appropriate time.

(See Appendix XXVI for background information and maps, page 655.)

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CONTRACTS -- AMENDMENT

Resolution No. 2007-73

EMPLOYMENT OF EXECUTIVE ARCHITECT, ENGINEERS, PROGRAMMING, DESIGN, DESIGN OVERSIGHT, AND CONSTRUCTION MANAGEMENT SERVICES

MEDICAL CENTER FACILITY MASTER PLAN –
CLINICAL EXPANSION PROJECTS

Synopsis: Authorization to amend the resolution for contracts for executive architect, engineering, programming, design, design oversight and construction management services for the Medical Center Facility Master Plan – Clinical Expansion is requested.

WHEREAS the Medical Center Facility Master Plan is a strategic initiative that will create a unique physical and intellectual environment that will enable the Medical Center to expand its services in meeting its research, clinical and education missions to achieve parity with top-quality academic medical centers nationwide; and

WHEREAS the Facility Master Plan proposes master plan projects envisioned to consist of the South Cannon Garage replacement, other parking facilities, Ross Heart Hospital Expansion, Digestive Health/North Doan Faculty Office Tower, MRI relocation, Diagnostic and Therapeutic Building, in-patient towers, ambulatory services, and various demolition, and renovation projects, site and civic infrastructure and faculty office projects, with an estimated project cost of $780 million, with funding to be provided through University bond proceeds, with debt service to be paid by the Medical Center; and

WHEREAS to pursue this plan, the University desires to enter into contracts for programming, schematic design, design oversight, phasing, cost projections, scheduling and planning for further development of the clinical program, and the total costs is expected to be up to $20 million, with funding to be provided through University bond proceeds, with debt service to be paid by the Medical Center; and

WHEREAS the University desires to select schematic design, design oversight programming, and construction management professionals now to provide all of these services at a level not to exceed $20 million; and

WHEREAS the University will work to finalize the business, parking, and infrastructure plans for these Clinical Expansion projects before seeking Board of Trustees authorization to enter into individual project design and/or construction contracts that require additional infrastructure support; and

WHEREAS at its ~~June 2, 2006~~ November 4, 2005, meeting, the Board of Trustees authorized the University to begin the selection process for these professional services up to $10 million, and that this amount has been utilized in planning to date:

NOW THEREFORE

BE IT RESOLVED, That the President and/or Senior Vice President for Business and Finance be authorized to select qualified executive architectural, engineering, programming, design, design oversight, and construction management firms as necessary for these Medical Center Facility Master Plan – Clinical Expansion projects, provided that no more than approximately $225 million in additional University debt capacity be used for these projects through FY 2007; and

BE IT FURTHER RESOLVED, That the University is authorized to spend up to $20 million for these executive design and planning services and that any additional expenditure for these services shall require subsequent authorization from this Board; and

BE IT FURTHER RESOLVED, That design development and construction for specific projects within the Clinical Expansion projects shall require separate Board of Trustees authorization, provided that no authorization for construction contracts is to be submitted to the Board until a business plan is approved by the University.

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EASEMENT

Resolution No. 2007-74

COLUMBUS SOUTHERN POWER COMPANY
960 KINNEAR ROAD
COLUMBUS, OHIO

Synopsis: Authorization to grant Columbus Southern Power Company an easement to provide electric utility service to The Ohio State University, Columbus, Ohio, is proposed.

WHEREAS Columbus Southern Power Company has requested a 133 square foot easement for a transformer pad and a 5-foot wide by 90-foot long easement for a utility line for a term of 25 years to provide electric utility service to 960 Kinnear Road; and

WHEREAS this easement will serve and benefit the Columbus campus and the appropriate University offices have determined that the grant of this easement is in the best interest of the University:

NOW THEREFORE

BE IT RESOLVED, That the President and/or Senior Vice President for Business and Finance be authorized to approve and the Ohio Department of Administrative Services be authorized to prepare appropriate documents and grant an easement to Columbus Southern Power Company upon such terms and conditions as are in the best interest of the University.

(See Appendix XXVII for map, page 675.)

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ACCEPTANCE OF THE REPORT OF AUDIT FOR 2005-2006

Resolution No. 2007-75

Synopsis: The report of the audit of the financial statements for The Ohio State University for 2005-2006 conducted by Deloitte & Touche is recommended for acceptance.

WHEREAS, with the approval of the Auditor of State, The Ohio State University entered into a five-year agreement with Deloitte & Touche in 2006 for an annual audit of the University for fiscal years 2005-2006 through 2009-10; and

WHEREAS the Deloitte & Touche audit of the University for 2005-2006, meeting the requirements of the Auditor of State, has been received and the accounts, records, files, and reports of the University have been found to be in satisfactory condition, and certain constructive service comments have been discussed with the Audit Committee; and appropriate procedures and responses are being developed as a result of these comments:

NOW THEREFORE

BE IT RESOLVED, That the report of the Deloitte & Touche audit for The Ohio State University for 2005-2006, including the report on the audit of the University's financial statements and the summary of constructive service comments to management, be accepted.

Upon motion of Mr. Borror, seconded by Mr. O’Dell, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Trustees Duncan, Hendricks, McFerson, Cloyd, Davidson, Borror, O’Dell, Shumate, Hicks, Fisher, and Shackelford.

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REPORT OF RESEARCH CONTRACTS AND GRANTS

Resolution No. 2007-76

Synopsis: The report on research and other sponsored program contracts and grants and the summary for October 2006 are presented for Board acceptance.

WHEREAS monies are solicited and received on behalf of the University from governmental, industrial, and other agencies in support of research, instructional activities, and service; and

WHEREAS such monies are received through The Ohio State University Research Foundation:

NOW THEREFORE

BE IT RESOLVED, That the research agreement between The Ohio State University and The Ohio State University Research Foundation for the contracts and grants reported herein during the month of October 2006 be approved.

Upon motion of Ms. Hendricks, seconded by Mr. O'Dell, the Board of Trustees adopted the foregoing resolution with nine affirmative votes, cast by Trustees Duncan, Hendricks, McFerson, Davidson, Borror, O'Dell, Shumate, Fisher, and Shackelford, and two abstentions cast by Trustees Cloyd and Hicks.

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APPOINTMENT AND REAPPOINTMENT OF INVESTMENT MANAGERS

Resolution No. 2007-77

Synopsis: Approval of the Appointment and Reappointment of Investment Managers is proposed.

WHEREAS it is the policy of The Ohio State University to utilize the service of external Investment Managers to assist in the management of the University's Endowment Fund; and

WHEREAS the Investments Committee of the Board of Trustees periodically reviews the results obtained by the external Investment Managers and the amount of funds assigned to each of them; and

WHEREAS it is prudent investment policy to adjust the mix and amounts of money assigned to external Investment Managers as economic conditions and performance change; and

WHEREAS the number of external Investment Managers and the amount of funds assigned to them shall be determined by the Board of Trustees:

NOW THEREFORE

BE IT RESOLVED, That upon the recommendation of the Investments Committee of the Board of Trustees the following named external Investment Managers and the Office of the Treasurer shall be approved to manage Endowment Funds as follows:

	Market Value As of 10/31/06	Changes	Revised Allocation	% Alloc.	Target Alloc.
Domestic Large Cap Equity					
Fifth Third	$42,576,970		$42,576,970		
Huntington Value	$41,191,107		$41,191,107		
University Students	$22,562,147		$22,562,147		
Unallocated Equity	$20,206,379	(20,206,379)	0		
State Street S&P 500 Index	$307,589,596	(45,000,000)	$262,589,596		
	$434,126,199	(65,206,379)	$368,919,820	17%	10%
Domestic Mid Cap Equity					
Meeder 100	$110,312,640	(10,000,000)	$100,312,640		
Meeder Enhanced	$42,127,972		$42,127,972		
Nicholas Applegate	$57,110,334		$57,110,334		
State Street Extended Index	$108,868,595		$108,868,595		
	$318,419,541	(10,000,000)	$308,419,541	14%	10%
Domestic Small Cap Equity					
Bernzott Capital Advisors	$30,056,529		$30,056,529		
Diamond Hill	$10,343,236		$10,343,236		
G.W. Capital, Inc.	$12,481,338		$12,481,338		
Hoover Investment Management	$29,811,847		$29,811,847		
Independence Investments	$30,546,360		$30,546,360		
Nicholas Applegate	$88,914,106	(10,000,000)	$78,914,106		
Opus Capital Management	$28,905,230		$28,905,230		
State Street Value Index	$56,072,607	(10,000,000)	$46,072,607		
State Street Russell 2000 Index	$158,883,582	(65,000,000)	$93,883,582		
	$446,014,835	(85,000,000)	$361,014,835	17%	10%
International Equity					
BlackRock	$33,103,677	20,000,000	$53,103,677		
Freedom Capital Management	$32,292,900	20,000,000	$52,292,900		
LSV Asset Management	$32,065,669	20,000,000	$52,065,669		
Newgate Capital Management	$12,362,941	20,000,000	$32,362,941		
State Street Index	$106,194,598	40,000,000	$146,194,598		
	$216,019,785	120,000,000	$336,019,785	16%	25%
Domestic Fixed Income					
Cypress Asset Management	$24,545,728	20,000,000	$44,545,728		
Hughes Capital Management	$20,533,244	20,000,000	$40,533,244		
Huntington Trust	$41,944,548		$41,944,548		
JP Morgan	$21,575,321		$21,575,321		
State Street Govt/Credit Index	$163,395,205	(163,395,205)	$0		
State Street Aggregate Index	0	$73,395,205	$73,395,205	Transfer	
	$271,994,046	(50,000,000)	$221,994,046	10%	7%
High Yield Fixed Income					
Commonfund High Yield	$34,723,875	(10,000,000)	$24,723,875		
Delaware Investments	$31,026,608		$31,026,608		
Lehman Brothers	$30,955,589		$30,955,589		
	$96,706,072	(10,000,000)	$86,706,072	4%	3%
International Fixed Income					
Brandywine Asset Management	$20,534,875		$20,534,875		
JP Morgan Asset Management	$20,952,637		$20,952,637		
State Street World Govt Ex-US Idx	$20,696,858		$20,696,858		
	$62,184,370	0	$62,184,370	3%	3%
Real Estate					
Campus Partners	$20,000,000		$20,000,000		
Don Scott Airport	$23,389,000		$23,389,000		
Miscellaneous	$13,698,000		$13,698,000		
State Street Wilshire REIT Index	$75,965,949	10,000,000	$85,965,949		
	$133,052,949	$10,000,000	$143,052,949	7%	8%

Absolute Return Funds					
Angelo Gordon		$30,000,000	$30,000,000	new	
Commonfund Hedged Investors	$95,082,716	(30,000,000)	$65,082,716		
Farallon		$30,000,000	$30,000,000	new	
GMO		$15,000,000	$15,000,000	new	
Golden Tree		$20,000,000	$20,000,000	new	
Ramius Fund	$37,707,712		$37,707,712		
Wellington		$25,000,000	$25,000,000	new	
	$132,790,428	$90,000,000	$222,790,428	10%	14%

	Commit 10/31/06	Commit 12/8/06	Market Value 10/31/06	% Alloc	Target Alloc
Venture Capital/Private Equity					
1999 Funds:					
Commonfund Capital Partners 1999 (V/PE)	$7,067,000	$7,067,000	$3,977,438		
Commonfund New Leaders(V/PE)	$10,000,000	$10,000,000	$5,110,861		
Mesirow Partnership Fund I (V/PE)	$10,000,000	$10,000,000	$5,951,623		
2000 Funds:					
CID Seed Fund (V)	$1,000,000	$1,000,000	$636,483		
EDF Ventures Seed Fund (V)	$1,000,000	$1,000,000	$348,439		
2001 Funds:					
Reservoir Venture Seed Fund I (V)	$3,192,000	$3,192,000	$1,559,474		
2005 Funds:					
Commonfund International Partners V (V/PE)	$10,000,000	$10,000,000	$1,449,886		
Commonfund Private Equity Partners VI (PE)	$10,000,000	$10,000,000	$1,083,629		
Commonfund Venture Partners VII (V)	$5,000,000	$5,000,000	$361,508		
Fort Washington Private Equity IV (V/PE)	$5,000,000	$5,000,000	$2,213,344		
Mesirow Capital Partners IX (V/PE)	$5,000,000	$5,000,000	$903,745		
Mesirow Partnership Fund III (V/PE)	$5,000,000	$5,000,000	$693,640		
2006 Funds:					
Coller International Partners V, LP (V/PE)	$10,000,000	$10,000,000			
Hellman & Friedman Capital Pts. VI (PE)		$10,000,000		new	
Jordan Resolute Fund II (PE)		$10,000,000		new	
M/C Venture Partners VI (V)	$5,000,000	$5,000,000	$54,411		
Onex Partners II (PE)	$5,000,000	$5,000,000			
Providence VI (PE)		$10,000,000		new	
Reservoir Venture Seed Fund II (V)	$3,000,000	$3,000,000			
Stonehenge Opportunity Fund II (PE)	$5,000,000	$5,000,000	1,475,387		
	$73,192,000	$103,192,000	$25,819,868	1%	7%
Natural Resources					
Commonfund Natural Resources VII (PE)		$5,000,000		new	
Quantum Energy Partners IV, LP (V)	$10,000,000	$10,000,000			
	$10,000,000	$15,000,000	0	0%	3%

Upon motion of Mr. McFerson, seconded by Mr. O'Dell, the Board of Trustees adopted the foregoing resolution with seven affirmative votes, cast by Trustees Duncan, Hendricks, McFerson, Borror, O'Dell, Shumate, and Fisher, and five abstentions cast by Trustees Cloyd, Davidson, Wexner, Hicks, and Shackelford.

(See Appendix XXVIII for background information, page 677.)

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WHO GETS IN, WHO GETS THROUGH: FROM ACCESS TO SUCCESS

Provost Barbara R. Snyder:

Thank you very much for this opportunity to report on what we are doing at Ohio State to make it financially accessible for every qualified student. As I said when I appeared before you in September, economic access is one of our key priorities this year in the Office of Academic Affairs. In her state of the University Address, President Holbrook identified accessibility as a defining characteristic of a great university, welcoming all academically talented students as a cornerstone of our land-grant mission, and a resolve of our Academic Plan.

Let me start today's conversation with a couple of updates. I am going to call the first one a piece of interim good news. On Wednesday, the Arts and Sciences' Faculty Senate voted to approve a Bachelor of Arts degree at 181 total credit hours, which will allow more of our students to graduate in four years. The Bachelor of Science degree vote will follow in January, as will votes in our other colleges that teach undergraduate students on the GEC revisions. I expect to be able to take the package to the University Senate in March and to this Board in April.

Another update is that we have the -- hot off the presses -- Academic Plan Update for 2006. We are very proud of it. It contains considerable evidence of Ohio State's increasing stature, including snapshots of some of our latest efforts to assure that lower income students do have access to an Ohio State education. This year we have earmarked $71 million of our budget for financial aid. To begin our discussion for today on economic access, I want you to preview an ad that will be part of the National Ad Council campaign that will be launched next month.

[Video]

Provost Snyder:

Aimed at 8th-10th graders, the KnowHow2Go Campaign has been created by the same people who brought you the AFLAC duck. As you have heard, it informs students about the first and most important step in getting into college -- finding someone who can help. We have that person right here at Ohio State and she has joined us for today's discussion, Tally Hart, senior advisor for Economic Access. This is a position that we have created to ensure that we are doing everything we can to make sure students "KnowHow2Go" as the ad says, and that we are doing our best to make sure that it is financially possible for them to do so.

The KnowHow2Go Campaign is a response to a disturbing wake-up call about educational preparedness in our country. Research recently released by the World Economic Forum is the latest indication that the United States is losing ground in readying new leaders for the global economy. According to the Forum Survey of Education in 125 countries, the educational system in the United States now ranks a dismal 15th, just one notch ahead of Barbados and well after the educational systems of Finland, Singapore, and Iceland, which were the top three. When it comes to math and science education the news is worse still, the United States came in at 42nd. Last winter's commencement speaker, Shirley Ann Jackson, is not surprised. On her website this former president of the American Association for the Advancement of Science and current president for Rensselaer Polytechnic Institute, alerts us to the widening gap between our nation's need for scientists and our production of them. Dr. Jackson says that our nation's technological strength depends entirely on its ability to attract, educate, and retain the best science and engineering workers. She then issues this clarion call, "our government, universities, and industries must act now to develop the intellectual capital of the future." Ohio State expects to be a leader in developing that intellectual capital.

In order to do so, we have to rewrite today's higher education scenario in which students with the highest ability and lowest income are less likely to go to college than students with the lowest ability and highest income. In this scenario, some of our most academically-able citizens are not being college educated. The first step in halting today's intellectual waste and turning it into tomorrow's intellectual capital is to open the University's doors even wider to academically-talented students irrespective of their financial need.

We are making some progress in welcoming a more economically diverse student body. Just last month, in fact, a report was issued by the Education Trust, which is the higher education equivalent to the Children's Defense Fund. In that report, Ohio State was cited for its work in closing the access gap for low income and minority students. This report gives us kudos for our aggressive recruitment of low-income students, noting that 26% of our student body qualified for Pell Grants, considered the backbone of federal financial aid for the very neediest of students. I am happy to say that ratio has risen from 23% in the 2004-2005 academic year, which was the snapshot year used recently by *The Chronicle of Higher Education* in reporting on the proportion of the nation's undergraduates receiving Pell Grants. According to the data that appeared in *The Chronicle's* May 16 issue, Ohio State ranked 9th among public institutions. Though our sister universities are working just as hard in this area as we are, I wouldn't be surprised to learn that we have risen on this list especially since only 2.5% points separates the institutions ranked from 3-10. The University of Cincinnati and UCLA top the list by quite a considerable margin.

However let me be clear, despite these hopeful signs, we are not satisfied with where we are as an institution and that is why we created the Office of Economic Access. Under Tally's direction, Ohio State will accelerate its efforts to educate students and their families about the financial resources available for low-income students who want to go to college. She is here to tell you about how her office is working to make that happen.

Ms. Natala K. Hart:

Thank you for this opportunity to be here today and also to have the chance to introduce some of the talented people who are joining our small, but mighty office in this important objective.

Provost Snyder has set the stage perfectly. Education of all Ohioans is crucial to the sound economic future for our state, our nation, and especially for all of our children. It is the right thing to do, but it is also the smart thing to do. Ohio State has worked to optimize access and success. You know the great data of a 91.5% freshman to sophomore retention rate and a 71% graduation rate. That also applies to our lowest income students on campus, as well as our higher income students. Even those great successes are not enough for Ohio's future.

According to estimates from the Lumina Foundation, if the United States is to regain the top position economically and internationally, Ohio alone needs 450,000 more college graduates on our base of 1.1 million. I am sure you find that as staggering as I do. Because Ohio has, by many standards, maximized college going among higher income families, the only resource that we have to capitalize on are students who fall into the lowest quartile of income throughout our state.

So what will the Office of Economic Access do to help solve the problem, not just for Ohio State but for the State of Ohio? First we will connect key players and work already underway. One of the biggest jobs we have is not replicating the many things that are already going on with faculty and other offices.

An example of our work is to combine with Extension, in both their urban and rural efforts, to deliver through our Extension Service Offices these key messages. I would like Deb Van Camp to recognize herself. She is a sterling example of a rural student like those we hope to reach in the future. She has been active in 4-H and FFA, is an Ohio State Land-Grant Scholar, and is on staff in our office as a student employee. She is coming up with her own ideas from a student perspective about how we can reach more students like her in Ohio's rural areas.

We are participating with the Office of Integrated Technologies. Connecting with rural Ohio, this project is our colleague's pilot delivery of technology to rural areas. They say they build the pipelines and we are building content to deliver through those pipelines so that more families have access to information about going on to college.

When I say "going on to college" I want to be clear it is not just coming to Columbus and Ohio State. We are working on the message of the importance of going on beyond high school whatever the right fit is for that student. We will showcase faculty and staff who are the first in their families to go to college. Our own students often feel that every faculty member in the classroom or staff member that they encounter is a person from multiple generations of college going. We know that is not true. We need to show them the models from our very own faculty and staff who were like them when they were in high school as a way to show it can be done and it has been done through Ohio State.

We know one of the ways that younger students want to learn about college is from college students. I am afraid they think that people like me were in college a long, long time ago; they want to hear from people who are here now. Research shows that they are the best voice to connect our students with those in grade schools and projects to determine how to make this effective model of linking students to younger students to encourage them to go onto college. We are going to provide a catalyst for academic research.

The Office of Economic Access will welcome interns such as Kristin Layous, who is a master's candidate in higher education policy and is doing a practicum with our office. We are supporting the social justice program at Honors and Scholars, which is an emerging program to work on access for low-income middle school students.

We are working with the College of Education and Human Ecology to assure that those who plan to teach leave Ohio State with a game plan to encourage college going among lowest income students. We are working with faculty and staff to develop tools that target young boys. We discovered that they have a different learning pattern about this whole issue of access. Patty Cunningham, who is a Ph.D. candidate here at Ohio State, is working on an idea that we hope might be patented one day about a high-tech game that simulates the steps to go to college. We think it would be encouraging for both boys and girls, but especially encouraging for young men.

A third area that we are working on is to develop grants and pilot programs to serve as national models. This is going to be led by Laura Lembo Kraus, associate director of the office, who demonstrated her ability in program development as part of our wonderful First Year Experience series. We are working with Hilliard Schools tutoring students in our target audience on Saturdays as part of Adopt a School Program. We are also providing classes during those same sessions to their parents about the steps to go into college. With Laquore Meadows, a Ph.D. candidate, we are going to do that technologic connection between some of our honors students and students who are in area schools that are not served by wonderful groups like I Know I Can. So we are working very carefully to be sure that we don't overlap with existing solid programs in our state.

Finally, we are part of the University's strategic planning to assure that access can start not just at the Columbus campus, but from many points to achieve the right initial fit for students. Our efforts are aimed at low-income students going on to college and we will continue to work with Julia Benz, our wonderful new director of Financial Aid, and our colleges to assure that we are leveraging that substantial investment that Provost Snyder explained and college funds to support our needy students who do come to Columbus.

There is a poster in your packet that will be in high schools, along with the National Ad Council Campaign from the Lumina Foundation and ACE. It shows in the third pane the importance of the right fit. Our goal is to have any Ohioan start in the right place for them, but, hopefully, end up in the 'Shoe' at graduation, whether that path begins at a regional campus, a community college, or another undergraduate institution such as Central State. It is a big job, but we plan to do something great not just for Ohio State but for the State of Ohio.

I will turn it back over to Provost Snyder with thanks for her vision in leading us in this effort.

Provost Snyder:

Thank you, Tally. I think you can see why we believe Ohio State has an opportunity to set the standard for the nation in getting qualified low-income students into the college pipeline. Tally mentioned that we have given each of you a preview of the KnowHow2Go Campaign poster, because we want you to understand our serious commitment to achieving this goal. Clearly, our work is cut out for us. I want to close with a radio spot from the KnowHow2Go Campaign created especially for those students who really don't know how to go. For many of them, the only model for getting to college is waiting for the coach to call or ring the doorbell with an invitation.

[Radio Spot]

Provost Snyder:

With Tally's leadership and that of Julia Benz, director of Financial Aid, I fully expect to come back to you in the future and say that we have become the nation's leader in enabling financial access to higher education. We would be happy to respond to any questions.

Dr. Cloyd:

Thanks for that great presentation. The Education Trust Report that you referenced titled "Engines of Inequality," the Ohio State reference was the only thing in that whole report that was positive. You have outlined well what I think the problems are.

First, I would like to applaud the leadership at the University for not accepting that you either have high-quality students to raise your ranking or you provide access and a means to support the success of minority and low-income family students in getting a post-secondary education. I think it is just terrific that you have taken it on. As you noted, there are a lot of challenges here and it is encouraging, at least to me, to see the breadth of the programs. I think it is one of the highest priorities we have as a University and, therefore, as a Board in supporting you to get that leadership status.

I think one of the things that could be good is if we could achieve the goals' metrics. What would really be the right things for us to be monitoring, so you could tell us if we are not making the success that we should be as you evaluate the plethora of wonderful programs that you have underway.

The last thing that I would mention is that I really like the idea of the way you are building networks. I applaud the students that are getting involved in this. I agree with you that there will be no stronger group that we can bring in than for young people to help other young people understand what they need to do. I hope we are being as supportive as we can to the students that are helping us in this effort.

Provost Snyder:

Thank you, Dr. Cloyd. I would also like to say something about the Education Trust Report. It was a report on the flagship universities of the fifty states and how they are failing in their mission to provide access to higher education for minority students and students from the lowest income brackets. They graded every flagship institution -- there were no A's; 4 institutions got B's; and The Ohio State University got a C. Obviously, one measure of our success will be future reports of the Education Trust.

Another thing that we have already been working on is increasing the number of Pell Grant recipients that we have as a percentage of our incoming student class. Another metric measures the percentage of students from the lowest income brackets. We are working hard on those measures as well as making sure that when we bring those students here, we support them through the kinds of programs that Martha talked about.

Ms. Shackelford:

If students who have gained access and have financial need don't get the support when they get to campus, they are likely to leave. I think that goes back to the report earlier. I think you should have for all students a required course -- and it may be in the First Year Experience -- on how to manage their finances, and a place where they can go if they get in financial trouble that is central and accessible. I can tell you from personal experience with I Know I Can, we have increased the retention numbers a lot here by simply having a place where they could go. You have a college access network in

Ohio that can help you with this if you get all their students together. I went twenty years ago and couldn't find my way into an office to get them to listen to the message of support once the students got here. It is just critical what you are doing and I know you will do it well.

Mr. Fisher:

I would like to broaden the base a little bit. Ms. Hart, is your program at work compatible with our policy on selective admissions?

Ms. Hart:

I believe it is, Mr. Fisher. That is why my closing thought was we have to think more broadly about where students begin and understand we really are encouraging students for whom the Columbus campus is the right fit and that means an ability to graduate and attend here. That is why efforts like our Land-Grant Opportunity Scholars that reaches, as a seed effort, a student in every county who has the highest need and highest ability. Part of the reason why that works is that our students don't do anything separate. They fill out their admissions application one time and their financial aid application one time. That means we are drawing in, and we believe we have evidence of it, more low-income students who don't get that scholarship, but find out what a phenomenal financial aid package we have once they do apply and are admitted.

It also means though that access has to be thought of differently. We are working very extensively under Provost Snyder's leadership with a model about better access through our regional campuses and through community colleges. That is why the picture of graduation at the 'Shoe' reflects a lot of different entrance points.

I happen to believe very firmly in our admission standards, because they do correlate with who graduates and who completes. It does cause our need to redouble our efforts to be sure that low-income students are well represented in that model. I am a proponent of it simply because a student from low-income who comes here, gets debt -- even at a small level -- and leaves is in worse condition, than if they hadn't gone to college at all. We are working interactively to be sure that we get the right students under our admissions' criteria, but also look for these other avenues of access because we also know they are formulas for success. Thank you.

Provost Snyder:

I would add that one of the most devastating failures of higher education is what I told you earlier -- that the highest income, lowest ability students go to college at a higher rate than the lowest income, highest ability students. There really is something terribly wrong with that. It's not just selective admissions that is causing that kind of failure. It really does have to do with our ability to draw the most talented students into higher education and make them realize that college is possible at a time in their lives when it is early enough for them to make the kinds of decisions that will allow them to be ready when they graduate from high school.

(See Appendix XXIX for background information, page 687.)

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Judge Duncan:

We have one item of new business and I would like to call on Dr. Allan Silverman, chair of the Faculty Council.

Dr. Allan J. Silverman:

Thank you, Mr. Chairman. On behalf of the faculty, I want to take a moment to honor one of our own, one of the great ones who put down the chalk for the last time.

I met David Frantz when I was an undergraduate student at Ohio State. I heard about him for the first time when I was an honors student on the twelfth floor of Taylor Tower. I was trying to figure out what courses to take and everybody said, “You have to take this course on Shakespeare from this assistant professor of English.” I never got to take that course; I was a major in other areas.

I came back in 1985 as a faculty member and he was no longer an assistant professor of English. He has done many things in his career, but one thing he always did most consistently was teach one of the best classes at this University. I spent a lot of time looking through honors files, especially for some of the highest ability students -- Marshall, Rhodes, Melons -- and there was one constant, almost all of them had been through David Frantz’s Shakespeare course. The faculty of the University seldom agrees about any one thing, but it is fair to say, if you asked, “Who is in the pantheon of teachers at this University?,” there is absolutely no doubt that David Frantz belongs there.

Besides my personal respect and admiration, David, I brought what every great teacher gets at the end of their career -- an apple!

Dr. David O. Frantz:

Thank you.

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Thereupon the Board adjourned to meet Friday, February 2, 2007, at The Ohio State University, Longaberger Alumni House, Columbus, Ohio.

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Attest:

Robert M. Duncan Chairman	David O. Frantz Secretary

(APPENDIX XXV)

IMPACT STATEMENT
THE OHIO STATE UNIVERSITY HOSPITAL
BOARD BYLAWS

AMENDMENTS APPROVED BY
THE UNIVERSITY HOSPITAL BOARD
ON NOVEMBER 16, 2006

The proposed amendments to the Bylaws of The Ohio State University Hospital Board provide for the following revisions:

A. To conform the bylaws to decisions made by the Board of Trustees in terms of the structure of the Board.

B. To reconstitute the Professional Affairs Committee

C. To add the dean of the College of Medicine to the Board

UNIVERSITY HOSPITALS BOARD BYLAWS

Amended Bylaws

3335-93-01 University hospitals board.

The body responsible to the Ohio state university board of trustees for oversight of patient care services, financial performance, and the university hospitals' support of the Ohio state university health sciences academic programs, shall be known as the university hospitals board (herein called hospitals board).

(A) The hospitals board will be composed of two members of the Ohio state university board of trustees (trustee members), twelve citizens from the general public (citizen members), and the chairperson of the ~~integrated~~ college central faculty practice group ~~or other senior faculty physician leader~~, all appointed by the Ohio state university board of trustees in consultation with the president of the university.

(B) The president of the Ohio state university, the executive director, medical director and chief of the medical staff of university hospitals, senior vice president for health sciences, ~~and~~ dean of the college of medicine ~~and public health~~, and vice president for health services shall be ex-officio members with vote of the hospitals board.

(C) and (D) unchanged.

~~(E) In addition to the hospitals board members, the following, at the hospitals board's request, will participate in deliberations, will receive agenda and minutes, and from time to time will be invited to attend hospitals board meetings and other activities, and to submit agenda items:~~

~~Deans of health sciences colleges~~

~~(F)~~(E) Unchanged.

~~(G)~~(F) Unchanged.

3335-93-02 Powers and duties.

Members of the hospitals board shall be responsible to the university board of trustees for the oversight of patient care services in and financial performance of university hospitals and for ensuring that the hospitals' activities support the health sciences programs of the university. Although it is understood that the university board of trustees cannot delegate its ultimate authority over and responsibility for the hospitals--including determination of policy for the fiscal health of the university hospitals, its personnel policies, or the definition of the hospitals' mission--the hospitals board will be delegated the authority and responsibility set forth herein, consistent with Ohio law. The university hospitals board will be responsible for, subject to the authority and periodic review of the university board of trustees, the following:

(A) through (G) unchanged.

(H) Review and ~~approval of~~ recommend operating and capital budgets prior to their submission to the Ohio state university board of trustees by the university president.

(I) and (J) unchanged.

(K) ~~Approval~~ Recommending and monitoring strategic plans consistent with the strategic plan for the university medical center.

(L) Unchanged.

3335-93-04 Meetings and notice.

(A) Regular meetings. Regular meetings of the hospitals board may be held each month, or on a schedule established by the board, at times which shall be set and publicly announced ~~by the chairperson of the board~~ and/or at such other time or place as may be announced by the chairperson.

(B) through (D) unchanged.

3335-93-10 Responsibilities of executive director of university hospitals.

The executive director shall have such authority as may be conferred by the senior vice president for health sciences ~~and dean of the college of medicine and public health~~, the vice president for health services, and the hospitals board. The executive director shall be responsible for the operation of university hospitals and shall serve as the chief executive ~~and operating~~ officer. The executive director will coordinate and prioritize matters of capital medical equipment, clinical space, and clinical programs with the medical director.

3335-95-02 Chairperson.

The chairperson of the board shall appoint all committee members; shall preside at all meetings of the board; and shall be responsible for approving the agenda for board meetings~~; and shall make an annual report to the university board of trustees and such other reports as the Ohio state university board of trustees may require~~. The chairperson shall have such other and further duties and authority as may be prescribed elsewhere in these bylaws, or from time to time by the hospitals board.

3335-97-01 Committee designations.

The board shall establish ~~an executive committee, a strategic planning committee, an administrative/operations committee,~~ a professional affairs~~/education/research~~ committee~~, a finance and audit committee,~~ and such special purpose committees as may be necessary. The chairperson of the board shall appoint the board's representatives to the committees; the president of the university may designate any officer of the university to attend meetings of the committees as ex-officio members without vote. ~~The senior vice president for health sciences and dean of the college of medicine and public health and the medical director, may attend meetings as ex-officio members.~~ The hospitals executive director shall attend all meetings and act as secretary.

~~3335-97-02 Executive committee.~~

~~(A) Responsibilities. The executive committee shall:~~

~~(1) Transact business of the hospitals board between regular meetings of the board.~~

~~(2) Coordinate the board's education and self-evaluation activities, and interaction with the Ohio state university board of trustees. The summary of the annual self-evaluation will be shared with the full hospitals board and communicated to the university trustees in accordance with rule 3335-93-03 of the Administrative Code.~~

~~(3) Coordinate board activities and committee representation.~~

~~(4) Ensure review of the hospitals board bylaws every other year, and forward the report/recommendations to the full hospitals board. Modifications will be forwarded to the university trustees for review and approval as appropriate and in accordance with rule 3335-103-01 of the Administrative Code.~~

~~(5) Receive and act on reports from the medical staff administrative committee and/or the professional affairs/education/research committee regarding credentialing.~~

~~(B) Composition. The executive committee of the hospitals board shall consist of: the chairperson of the hospitals board, who will serve as chairperson of the committee; the vice chairperson of the hospitals board; the immediate past chairperson of the hospitals board; the president of the university; the chairpersons of all standing committees of the hospitals board; and the two trustee members of the hospitals board. The senior vice president for health sciences and dean of the college of medicine and public health, or other officer designated by the president of the university, and the medical director, the hospitals executive director, the chief of the medical staff, and the chief of staff elect, shall serve as ex-officio members.~~

~~(C) Meetings. The executive committee shall meet at the call of the chairperson and shall advise the hospitals board of its activities.~~

~~3335-97-03 Strategic planning committee.~~

~~(A) Responsibilities. The strategic planning committee shall be responsible for the following specific duties:~~

~~(1) Developing, implementing and monitoring the impact of strategic plan.~~

~~(2) Recommending/evaluating new programs, program elimination, or program alteration.~~

~~(3) Updating the combined strategic plan of university hospitals and college of medicine and public health with appropriate consideration of other health-related colleges and including monitoring external factors affecting all of the preceding.~~

~~(4) Monitoring strategic plan integration to plans of the university.~~

~~(5) Such other responsibilities as assigned by the chairperson of the hospitals board.~~

~~(B) Composition. The committee shall consist of four board members, appointed annually by the chairperson of the hospitals board, one of whom shall be appointed as chairperson of the committee; and the two members of the medical staff nominated by the medical staff.~~

~~(C) Meetings. The strategic planning committee shall meet at the call of the chairperson and shall advise the hospitals board of its activities.~~

~~3335-97-04 Administrative/operations committee.~~

~~(A) Responsibilities. The administrative/operations committee shall be responsible for the following specific duties:~~

~~(1) Development and maintenance of three year financial plan with continuous monitoring of the plan.~~

~~(2) Evaluating safety/security and disaster planning performance.~~

~~(3) Evaluating information systems development.~~

~~(4) Monitoring development programs.~~

~~(5) Monitoring capital and facilities programs.~~

~~(6) Monitoring operational goals and performance.~~

~~(7) Reviewing internal and external audit functions.~~

~~(8) Such other responsibilities as assigned by the chairperson of the hospitals board.~~

~~(B) Composition. The committee shall consist of four board members, appointed annually by the chairperson of the hospitals board, one of whom shall be appointed as chairperson of the committee; and two members of the medical staff nominated by the medical staff.~~

~~(C) Meetings. The administrative/operations committee shall meet at the call of the chairperson and shall advise the hospitals board of its activities.~~

~~3335-97-05~~ 3335-97-02 Professional affairs~~/education/research~~ committee.

(A) Responsibilities. The professional affairs~~/education/research~~ committee shall be responsible for the following specific duties:

(1) ~~Monitoring~~ Overseeing all patient care activity in facilities deemed by the university trustees to be the administrative responsibility of university hospitals including, but not limited to, the hospitals, clinics, ambulatory care facilities, and physicians office facilities.

(2) Monitoring quality assurance performance ~~under~~ in accordance with the standards set by the university medical center for all programs identified in paragraph (A)(1) of this rule.

~~(3) Monitoring medical and other educational activity and relationship to hospitals.~~

~~(4) Monitoring research activity and relationship to hospitals.~~

~~(5)~~
(3) Unchanged.

~~(6)~~
(4) ~~Reviewing~~ Monitoring the achievement of accreditation and licensure ~~agency~~ requirements ~~and response to such~~.

~~(7)~~
(5) Reviewing ~~of~~ and recommending medical staff bylaws changes and changes to medical staff rules and regulations.

~~(8) Reviewing human resources actions including management and professional development, compliance with EEO guidelines, wage and salary administration and productivity.~~

~~(9)~~
(6) Such other responsibilities as assigned by the chairperson of the hospitals board.

(B) Composition. The committee shall consist of ~~four~~ three board members, appointed annually by the chairperson of the hospitals board, one of whom shall be appointed as chairperson of the committee; and the chief medical ~~director~~ officer of the health system, and the chief of the medical staff ~~and the chief of staff-elect~~.

(C) Meetings. The professional affairs~~/education/research~~ committee shall meet at the call of the chairperson and shall advise the hospitals board of its activities.

~~3335-97-06 Finance and audit committee.~~

~~(A) Responsibilities. The finance and audit committee shall be responsible for the following specific duties:~~

~~(1) Reviewing and recommending of the annual operating and capital budgets to the university hospitals board.~~

~~(2) Receiving and reviewing the annual fiscal audit of the hospitals and maintaining relationships with outside auditors.~~

~~(3) Making recommendations for the investment and management of resources.~~

~~(4) Approving policies regarding fiscal planning.~~

~~(B) Composition. The committee shall include the vice president for health services, at least three other university hospitals board members, one of whom shall be appointed as the chairperson of the committee, a senior member of the medical staff, and such others as determined by the chairperson.~~

~~(C) Meetings. The finance and audit committee shall meet at the call of the chairperson and shall advise the hospitals board of its activities.~~

3335-99-01 Relationships of hospitals to health sciences, academic, and research programs.

The health sciences colleges of the university carry out a significant portion of their educational and research activity in university hospitals. Although the hospitals board has not been delegated specific responsibilities for academic programs, it shall lend its best efforts to assure that the programs of the health sciences colleges are effectively supported in collaboration with the hospitals patient care programs. The senior vice president for health sciences ~~and dean of the college of medicine and public health~~ and vice president for health services shall be charged with maintaining an effective liaison between the health sciences colleges and the hospitals board to assure excellence in both academic and patient care programs.

3335-101-03 Medical staff organization.

The hospitals board shall approve and authorize the organization of the medical staff to discharge those duties and responsibilities assigned to it by the hospitals board and specifically to accomplish the following purposes, among others:

(A) Unchanged.

(B) To recommend to the professional affairs~~/education/research~~ committee of the hospitals board the appointment or reappointment of an applicant to the medical staff of the hospitals, the clinical privileges such applicant shall enjoy in the hospitals, and appropriate action that may be necessary in connection with any member of the medical staff.

(C) and (D) unchanged.

3335-101-06 Medical staff administrative committee.

(A) and (B) unchanged.

(C) Meetings. The medical staff administrative committee shall meet monthly. Minutes of the meetings shall be provided to all members of the professional affairs~~/education/research~~ committee, the senior vice president for health sciences, ~~and~~ the dean of the college of medicine ~~and public health~~, the dean of the college of dentistry, and the deans of other professional colleges whose faculty have appointment on the medical and dental staffs.

Doan Hall - PET/CT Scanner Installation

315-07-0166

Requesting Agency(s): UNIVERSITY HOSPITALS

Location(s): Doan Hall, Charles Austin

363,616 **ASF**/669,869 **GSF** **Age:** 1951

Description:
This project will renovate Room 236B for the installation of a Positron Emissions Tomography(PET) and Computed Tomography(CT) scanner.

Project Information:

Issues:

How does this project advance the Academic Plan? Enables the Medical Center Facilities Plan, which will support continued clinical, teaching and research missions at The Ohio State University.

Outstanding Funding Issues: None

Timing Issues: None

"Ripple effects" of the project: None

Special limitations/risks: None

Source of Funds:	**Original**	**Revised**	**Uses of Funds:**	**As Designed**	**As Bid**	**Completion**
Auxiliaries-University Hospitals	$1,906,500.00					
Total:	$1,906,500.00					

Schedule:	**BoT Approved Amt.**	**Projected**	**Revised**	**Actual**
PLANNING				
Arch/Engr Approved by BoT	$1,906,500.00	12/08/2006		
CONSTRUCTION				
Construction Start		07/02/2007		
Completion		11/16/2007		

Project Team:

Project Manager: Abu Saleh (saleh.16@osu.edu)

Project Coordinator: Curt Handschug (handschug.1@osu.edu)

Core and Medical Campus Projects

- Ambulatory Marrow Transplant Unit 11th Floor Renovation
- Central Classroom Building - Classroom Renovations
- Clinical Space Reorganization -10 West Rhodes Inpatient Rooms
- Doan Hall - PET/CT Scanner Installation
- Increase Campus Electric Capacity Phase I (3rd Transformer)
- Journalism Building - Multi-Media Classroom
- Ohio Union Garage Renovation and Expansion
- Olentangy Trail Improvements - Phase I
- Residence Hall Elevator Uprgrades
- Smith Laboratory Rehabilitation

Office of Business and Finance / Board of Trustees Meeting	December 8, 2006	N

Newark - Hopewell and Founders Halls Renovations

315-2005-961

Requesting Agency(s): NEWARK CAMPUS

Location(s): Founders Hall — 61,054 **ASF**/90,255 **GSF** **Age:** 1968

Location(s): Hopewell Hall — 56,556 **ASF**/84,288 **GSF** **Age:** 1976

Description:

This project will renovate various areas in Hopewell and Founders Halls to create classrooms, offices, and teaching/research labs.

Project Information:

Funding will be shared between OSU Newark and Central Ohio Technical College.

This project will address $1.3M in deferred maintenance on Hopewell Hall and $1.0M of deferred maintenance on Founders Hall.

Issues:

How does this project advance the Academic Plan? The additional spaces will allow the campus to broaden the learning opportunities for students, to better support research and to better serve the growing enrollment, while allowing for future growth.

Outstanding Funding Issues: A portion of the project funding is from future capital appropriations (2009-2010). OSU Newark and COTC will fund any delay or shortfall with operating funds.

Timing Issues: The current occupants of the affected spaces in Hopewell and Founders Halls will be relocating to the Newark Campus - Warner Library and Student Center. This project cannot start until the Warner Center project is complete, expected in Winter 2008.

"Ripple effects" of the project: None

Special limitations/risks: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
Development-Newark	$300,000.00					
Future Capital Appropriations	$5,902,254.00					
Central Ohio Technical College - State	$354,765.00					
HB16 Line Item Appropriation	$508,408.00					
Total:	$7,065,427.00					

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	$7,065,427.00	12/08/2006		
CONSTRUCTION				
Construction Start		06/16/2008		
Completion		06/16/2009		

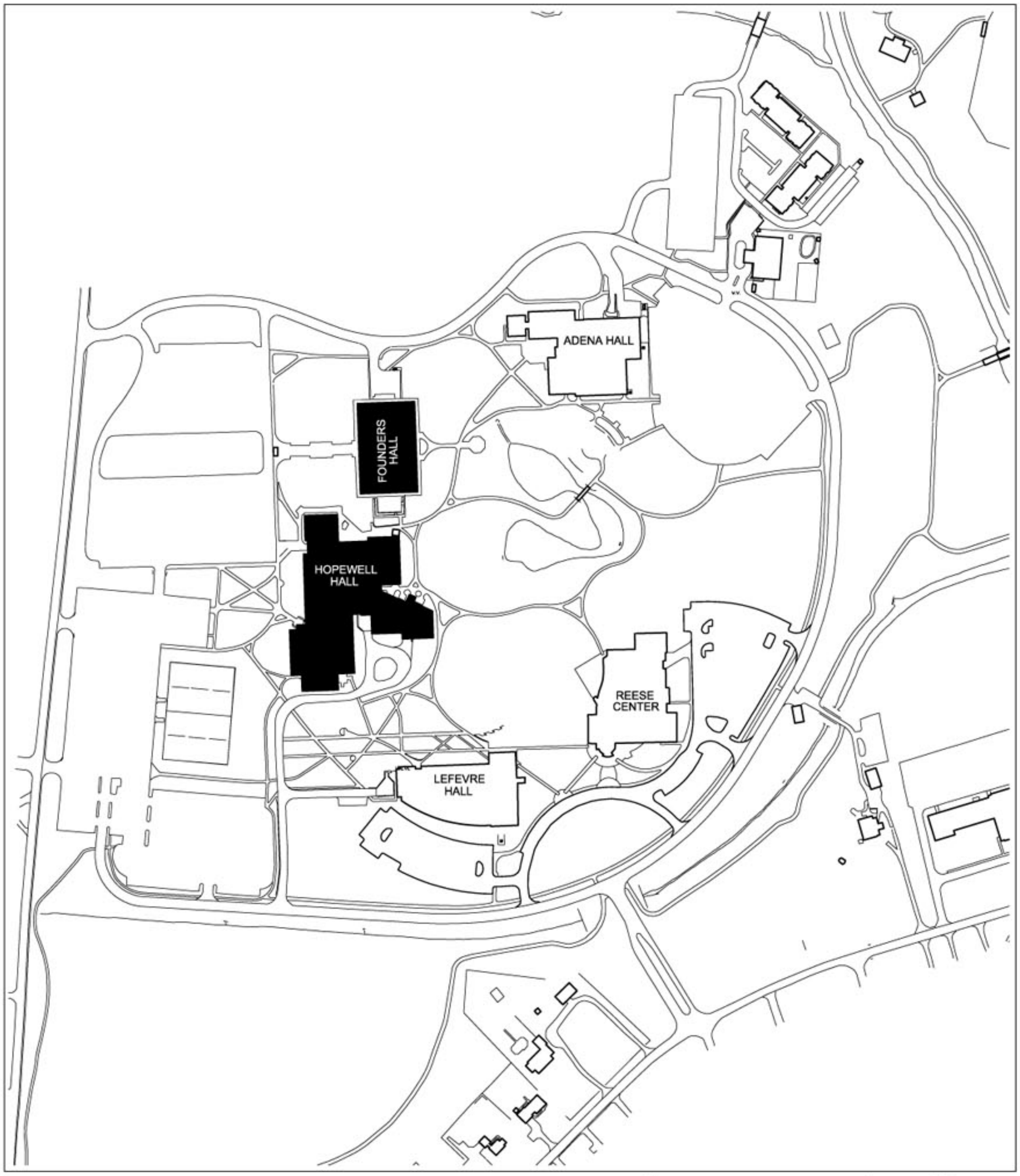
Project Team:

Project Manager: Faye Bodyke (bodyke.3@osu.edu)

Project Coordinator: Andrea Cuthbert (cuthbert.11@osu.edu)

Newark Campus Projects

- Hopewell and Founders Halls Renovations



Office of Business and Finance / Board of Trustees Meeting	December 8, 2006

Olentangy Trail Improvements - Phase I

315-07-0165

Requesting Agency(s): FACILITIES OPERATIONS AND DEVELOPMENT

Location(s): Unidentified Mall,Plaza,Green-Col. **ASF/0 GSF Age:**

Description:
This project will extend the bikeway from the Woody Hayes Bridge to the Drake Union at the river level and make connection with and improvements to the existing levee path.

Project Information:
The boundaries of the site are the Woody Hayes Bridge to the north, Drake Union to the south, Cannon Drive to the east and the Olentangy River to the west.

Issues:

How does this project advance the Academic Plan? This project will improve the learning environment by offering alternate transportation opportunities to and from campus.

Outstanding Funding Issues: A portion of the project funding is from future capital appropriations (2007-2008).

Timing Issues: None

"Ripple effects" of the project: None

Special limitations/risks: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
Future Capital Appropriations	$350,000.00					
Repair & Renovation Fiscal Yr 2007	$70,000.00					
Total:	$420,000.00					

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	$420,000.00	12/08/2006		
DESIGN				
Design Dev Document Approval		03/30/2007		
Construction Document Approval		05/30/2007		
BIDDING				
Bidding Approved BoT	$420,000.00	12/08/2006		
CONSTRUCTION				
Construction Start		08/01/2007		
Completion		11/01/2007		

Project Team:

Project Manager: Gary Collier (collier.26@osu.edu)

Project Coordinator: Karen Cogley (cogley.1@osu.edu)

Residence Hall Elevator Upgrades

315-07-0188

Requesting Agency(s): STUDENT AFFAIRS, OFFICE OF

Location(s): Siebert Hall, Annie Ware Sabine — 46,383 **ASF**/74,647 **GSF** **Age:** 1957

Location(s): Morrison Tower, Mary Franc — 55,002 **ASF**/99,916 **GSF** **Age:** 1962

Description:
In both Morrison Tower and Siebert Hall, this project will provide upgrades to three building elevator system machines, controllers, fixtures, hoist-way equipment and cab interiors including code-compliant Fire Fighters' operation, fire recall, high-rise operations and ADA provisions.

Project Information:

Issues:

How does this project advance the Academic Plan? This project will advance the Academic Plan by improving student facilities and ensuring an accessible environment.

Outstanding Funding Issues: The project proposes to use FY 2009 bonds, which will not be available until the construction phase. Student Affairs will cover the projects costs until bond funds are available.

Timing Issues: None

"Ripple effects" of the project: None

Special limitations/risks: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
Auxiliaries-Student Affairs	$1,900,000.00					
Total:	$1,900,000.00					

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	$1,900,000.00	12/08/2006		
BIDDING				
Bidding Approved BoT	$1,900,000.00	12/08/2006		
CONSTRUCTION				
Construction Start		06/01/2007		
Completion		08/01/2008		

Project Team:

Project Manager: Mark Stelzer

Project Coordinator: Leeanne Chandler (chandler.63@osu.edu)

Smith Laboratory Rehabilitation

315-2005-957

Requesting Agency(s): ACADEMIC AFFAIRS, OFFICE OF
Requesting Agency(s): BUSINESS & FINANCE, OFFICE OF
Location(s): Smith Laboratory, Alpheus   134,125 **ASF**/219,438 **GSF** **Age:** 1950

Description:
This project will renovate portions of Smith Laboratory for the Anthropology Department. This project will also relocate and renovate some pool classrooms from the upper floors to the first and second floors.

Project Information:
A comprehensive building assessment will be completed prior to entering into the design phase.
This project will begin to address the $51.8M of deferred renewal on Smith Laboratory.

Issues:
How does this project advance the Academic Plan? This project will provide improved space for the Department of Anthropology and improve the classroom pool space within Smith Laboratory.

Outstanding Funding Issues: None

Timing Issues: The start of construction on this project will occur after the remaining Physics researchers are relocated to the new Physics Research Building.

"Ripple effects" of the project: Enables relocation of some of the current occupants in Lord Hall, an essential step towards the demolition of that facility.

Special limitations/risks: There are other partial renovation projects planned and occuring in Smith Laboratory that will overlap with the projected schedule of this project, each involving MEP issues and voice/data issues. This project will be designed to coordinate with the other projects to prevent gaps or overlap.

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
HB16 Line Item Appropriation	$2,800,000.00					
Total:	$2,800,000.00					

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	$2,800,000.00	09/22/2006	12/08/2006	
CONSTRUCTION				
Construction Start		09/07/2007		
Completion		06/30/2008		

Project Team:
Project Manager: Margaret Murphy (murphy.641@osu.edu)
Project Coordinator: Andrea Cuthbert (cuthbert.11@osu.edu)

650 Ackerman Road - OSUMC Building #4

315-2003-904-6

Requesting Agency(s): UNIVERSITY HOSPITALS

Location(s): Ackerman Rd, 600-640,670,680 (Rear) 243,434 **ASF**/291,600 **GSF** **Age:** 1969

Description:
This project will convert existing space into new laboratories and associated office space for the Medical Center.

Project Information:
This project is included in the $23,000,000 umbrella project for the 650 Ackerman Road Facility.

This project addresses a portion of the $3.5M of deferred maintenance for the 650 Ackerman Road Facility.

Issues:
How does this project advance the Academic Plan? Enables the Medical Center Facilities Plan, which will support continued clinical, teaching and research missions at The Ohio State University.

Outstanding Funding Issues: None

Timing Issues: None

"Ripple effects" of the project: None

Special limitations/risks: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
Auxiliaries-University Hospitals	$3,159,051.00					
Total:	$3,159,051.00					

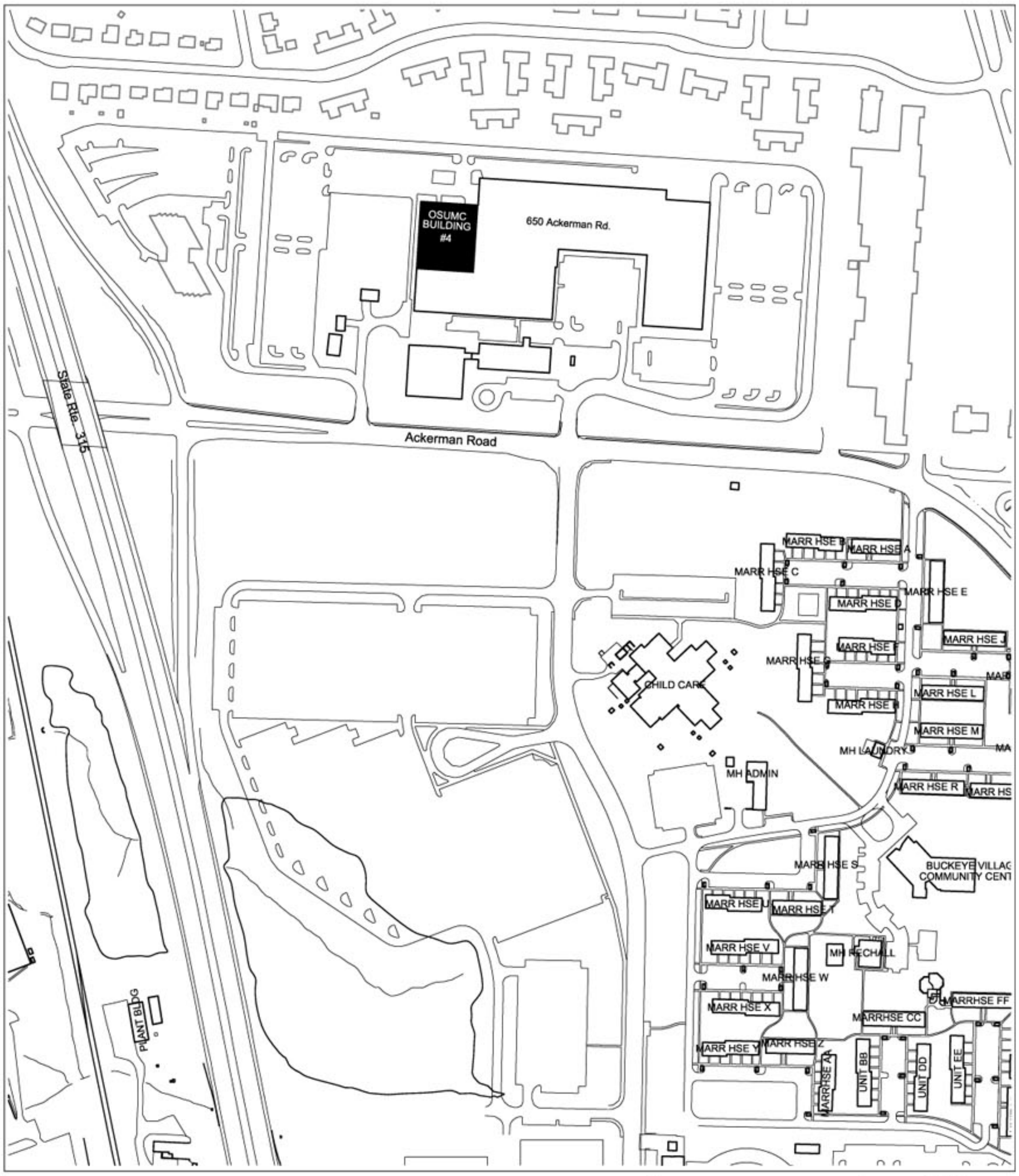
Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	$23,000,000.00	02/07/2003		02/07/2003
DESIGN				
Arch/Engr Contract		10/21/2003		10/21/2003
Design Dev Document Approval		05/10/2005	08/23/2006	08/23/2006
Construction Document Approval		06/15/2005	11/20/2006	
BIDDING				
Bidding Approved BoT	$3,159,051.00	12/08/2006		
CONSTRUCTION				
Award of Contracts		04/09/2007		
Construction Start		04/10/2007		
Completion		09/07/2007		

Project Team:
Project Manager: Lance Timmons (timmons.19@osu.edu) Project Coordinator: Curtiss Ashley (ashley.6@osu.edu)

BAXTER HODELL DONNELLY & PRESTON - Design

Midwest Campus Projects

- 650 Ackerman Road - OSUMC Building #4



Office of Business and Finance / Board of Trustees Meeting

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Bevis Hall - Biomedical Engineering Basement Laboratory Space

5061-PF08286

Requesting Agency(s): BIOMEDICAL ENGINEERING

Location(s): Bevis Hall, Howard L. 46,417 **ASF**/80,178 **GSF** **Age:** 1969

Description:
This project will convert old classrooms and offices into wet and dry lab spaces for the College of Engineering.

Project Information:
The project budget increased due to added mechanical and bio-safety equipment, and laboratory casework.

This project will address a portion of the $1.4M of deferred maintenance on Bevis Hall.

Issues:
How does this project advance the Academic Plan? This project will provide laboratory spaces for faculty and students for the College of Engineering.

Outstanding Funding Issues: None

Timing Issues: None

"Ripple effects" of the project: None

Special limitations/risks: None

Source of Funds:	Original	Revised
General Funds-Engineering	$409,430.00	$675,284.00
Total:	$409,430.00	$675,284.00

Uses of Funds:	As Designed	As Bid	Completion

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	$409,340.00	02/04/2005		02/04/2005
DESIGN				
Design Dev Document Approval		08/28/2005	05/11/2006	05/11/2006
Construction Document Approval		11/25/2005	10/23/2006	
BIDDING				
Bidding Approved BoT	$675,284.00	01/06/2006	12/08/2006	
Bid Opening		01/30/2006	01/01/2007	
CONSTRUCTION				
Construction Start		03/24/2006	02/28/2007	
Completion		07/24/2006	08/27/2007	

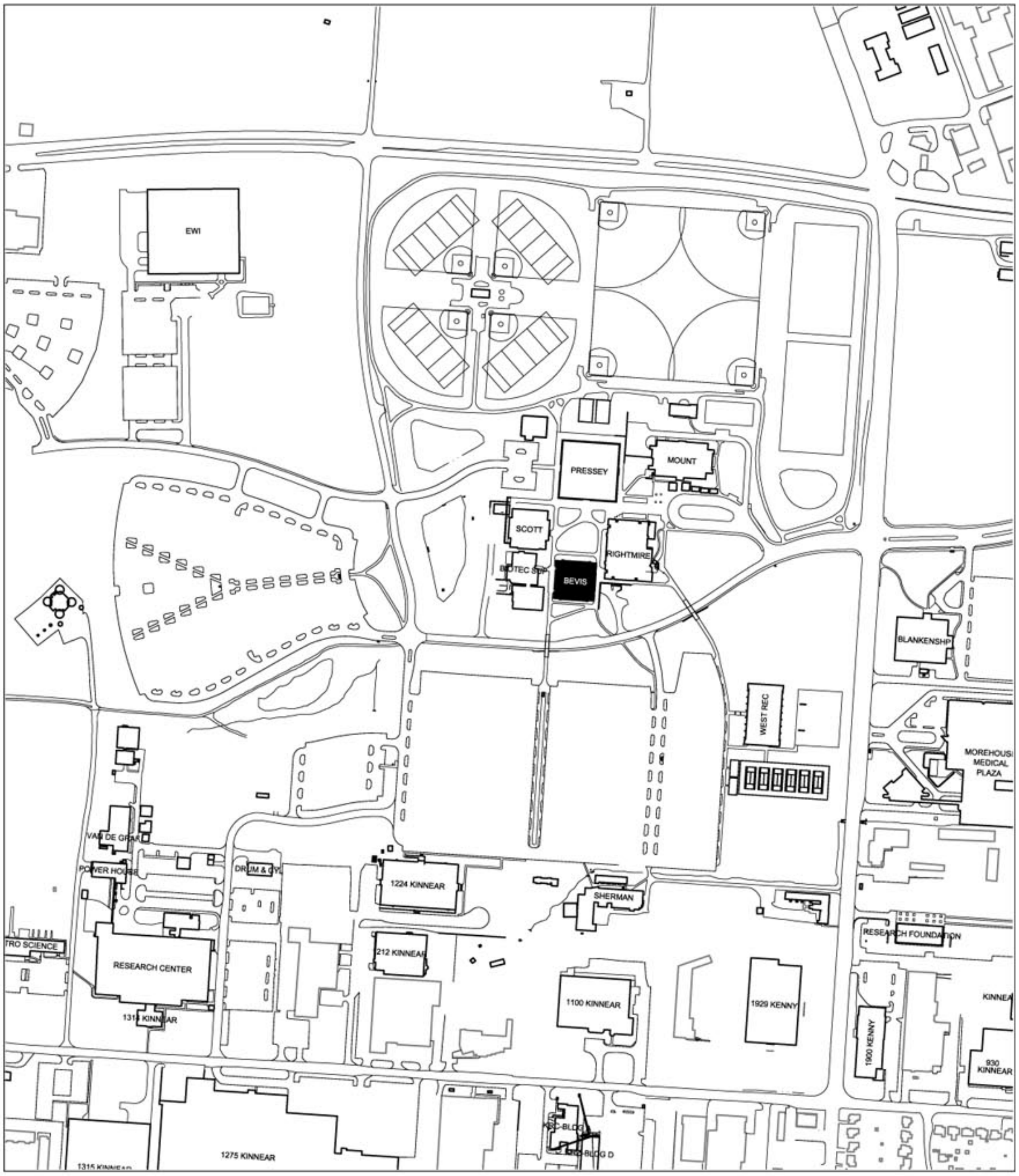
Project Team:
Project Manager: Charlie Conner (conner.26@osu.edu)

ES ARCHITECTURE AND DEVELOPMENT - Design

Project Coordinator: Karen Cogley (cogley.1@osu.edu)

West Campus Projects

- Bevis Hall - Biomedical Engineering Basement Laboratory Space
- Bevis Hall - Biomedical Engineering Laboratory Renovation



Office of Business and Finance / Board of Trustees Meeting	December 8, 2006

Bevis Hall - Biomedical Engineering Laboratory Renovation

315-2005-943

Requesting Agency(s): BIOMEDICAL ENGINEERING

Location(s): Bevis Hall, Howard L. 46,417 **ASF**/80,178 **GSF** **Age:** 1969

Description:
This project will renovate the third floor of Bevis Hall to improve research space for the Biomedical Engineering Center.

Project Information:
This project will address a portion of the $1.4M in deferred maintenance on Bevis Hall.

Issues:

How does this project advance the Academic Plan? This project will provide research and teaching labs for faculty and students for the Biomedical Engineering Center.

Outstanding Funding Issues: None

Timing Issues: None

"Ripple effects" of the project: None

Special limitations/risks: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
HB16 Columbus Basic Renovation	$486,012.00					
Total:	$486,012.00					

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	$486,012.00	09/23/2005		09/23/2005
DESIGN				
Schematic Design Approval		04/01/2006	11/01/2006	
Design Dev Document Approval		04/01/2006	11/01/2006	
Construction Document Approval		05/01/2006	12/01/2006	
BIDDING				
Bidding Approved BoT	$486,012.00	12/08/2006		
Bid Opening		08/22/2006	01/15/2007	
CONSTRUCTION				
Award of Contracts		10/22/2006	03/12/2007	
Construction Start		10/31/2006	03/15/2007	
Completion		09/15/2007	09/15/2007	

Project Team:

Project Manager: Paul Lenz (lenz.3@osu.edu)

Project Coordinator: Curtiss Ashley (ashley.6@osu.edu)

ES ARCHITECTURE AND DEVELOPMENT - Design

Central Classroom Building - Classroom Renovations

315-2005-949

Requesting Agency(s): ACADEMIC AFFAIRS, OFFICE OF

Location(s): Central Classroom Building — 54,610 **ASF**/89,008 **GSF** **Age:** 1949

Description:
This project will renovate the classrooms and corridors on the third floor of Central Classroom Building, including technology improvements.

Project Information:
This project will address $1.2M in deferred maintenance.

Issues:
How does this project advance the Academic Plan? This renovation project supports the academic plan by enhancing the quality of the teaching and learning environment of our classroom pool space, and by providing faculty, staff, and students with the latest technology tools for leadership in teaching, research, and career development.

Outstanding Funding Issues: None

Timing Issues: The renovation of the facility will have to be coordinated with existing occupants. The project will have to be accomplished in several stages to maintain the acceptable number of available classrooms in the general classroom pool due to the high percentage of use during prime hours.

"Ripple effects" of the project: None

Special limitations/risks: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
HB16 Columbus Basic Renovation	$948,610.00					
Total:	$948,610.00					

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	$948,610.00	07/08/2005		07/08/2005
DESIGN				
Arch/Engr Contract		03/01/2006	04/05/2006	04/05/2006
BIDDING				
Bidding Approved BoT	$948,610.00	09/22/2006	12/08/2006	
Bid Opening		10/25/2006	01/03/2007	
CONSTRUCTION				
Award of Contracts		01/02/2007	03/13/2007	
Construction Start		01/02/2007	03/13/2007	
Completion		08/15/2007	10/24/2007	

Project Team:
Project Manager: Nikolina Sevis (sevis.2@osu.edu)

Project Coordinator: Leeanne Chandler (chandler.63@osu.edu)

MILLER / WATSON ARCHITECTS - Design

Clinical Space Reorganization - 10 West Rhodes Inpatient Rooms

315-2001-911-30

Requesting Agency(s): UNIVERSITY HOSPITALS

Location(s): Rhodes Hall-University Hospital 234,178 **ASF**/480,976 **GSF** **Age:** 1979

Description:
This project will renovate ten rooms and upgrade the medical gases in seven of the rooms on the tenth floor of Rhodes Hall.

Project Information:
This project is included in the $20,000,000 - $25,000,000 umbrella project for the Clinical Space Reorganization project.

This project addresses a portion of the $4.9M of deferred maintenance on Rhodes Hall.

Issues:
How does this project advance the Academic Plan? Enables the Medical Center Facilities Plan, which will support continued clinical, teaching and research missions at The Ohio State University.

Outstanding Funding Issues: None

Timing Issues: None

"Ripple effects" of the project: None

Special limitations/risks: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
Auxiliaries-University Hospitals	$316,862.00					
Total:	$316,862.00					

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT ($20 -25 million projects)		06/29/2001		06/29/2001
DESIGN				
Design Dev Document Approval		11/07/2006		
Construction Document Approval		12/12/2006		
BIDDING				
Bidding Approved BoT	$316,862.00	12/08/2006		
CONSTRUCTION				
Construction Start		01/26/2007		
Completion		04/27/2007		

Project Team:
Project Manager: Lance Timmons (timmons.19@osu.edu)

Project Coordinator: Curt Handschug (handschug.1@osu.edu)

COLLINS GORDON BOSTWICK ARCHITECTS - Design

Increase Campus Electric Capacity Phase I (Third Transformer)

5062-PF07944

Requesting Agency(s): FACILITIES OPERATIONS AND DEVELOPMENT

Location(s): Electric Substation, Buckeye — **0 ASF**/13,200 **GSF** **Age:** 1974

Description:
This project will add a third transformer at the OSU Electric Substation providing redundancy and the needed additional capacity for the increasing campus power needs due to new and future buildings.

Project Information:

Issues:

How does this project advance the Academic Plan? The addition of a third 84 Mega Volt-Amp transformer will give the University the additional capacity needed for current and future demands. Without this expansion, the University will not have the needed electrical capacity to service new and future academic and research buildings.

Outstanding Funding Issues: None

Timing Issues: This new transformer capacity must be available by spring 2008 as the University will have three new 2000-ton chillers in the McCracken Power Plant scheduled to come on line at that time to meet the growing cooling needs of the main campus.

"Ripple effects" of the project: None

Special limitations/risks: A possible one or two day outage at the substation will be required for transfer of power to the new equipment.

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
Univ. Bond Proceeds	$0.00					
2007 Bond Issue	$6,000,000.00					
Total:	$6,000,000.00					

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT ($6,000,000)		11/04/2005		11/04/2005
DESIGN				
Schematic Design Approval (Civil & Site Work)		01/04/2007	07/06/2006	07/06/2006
Arch/Engr Contract		03/31/2006	08/04/2006	08/10/2006
Schematic Design Approval (Electrical)		08/15/2006	08/31/2006	08/31/2006
Construction Document Approval (Civil and Site Work)		11/29/2006		
Construction Document Approval (Electrical)		02/15/2006	03/14/2007	
BIDDING				
Bidding Approved BoT	$6,000,000.00	12/08/2006		
Bid Opening (Civil & Site Work)		01/05/2007		
Bid Opening (Electrical)		06/01/2006	06/29/2007	
CONSTRUCTION				
Construction Start (Civil and Site Work)		03/05/2007		
Construction Start (Electrical)		07/01/2006	07/27/2007	
Completion (Civil and Site Work)		10/01/2007		
Completion (Electrical)		04/15/2007	05/13/2008	

Project Team:
Project Manager: Bob Wajnryb (wajnryb.1@osu.edu)
Project Coordinator: Karen Cogley (cogley.1@osu.edu)
GPD ASSOCIATES - Design

Journalism Building - Multi-Media Classroom

315-2006-901

Requesting Agency(s): SOCIAL & BEHAVIORAL SCIENCES ADMIN

Location(s): Journalism Building 47,019 **ASF**/85,792 **GSF** **Age:** 1974

Description:

This project will renovate an existing television studio into a 120-seat multi-media tiered classroom for the School of Communication, including mechanical, fire protection and electrical upgrades.

Project Information:

This project will address a portion of the $1.7M of deferred maintenancel on the Journalism Building.

Issues:

How does this project advance the Academic Plan? This project will provide much needed lecture space and growth in the School, enhance the development of the teaching and learning environment and better serve the needs of the student body.

Outstanding Funding Issues: None

Timing Issues: None

"Ripple effects" of the project: None

Special limitations/risks: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
General Funds-Social & Behav Sci	$491,730.00					
Total:	$491,730.00					

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	$491,730.00	02/01/2006		02/01/2006
DESIGN				
Arch/Engr Contract		04/01/2006	07/01/2006	06/27/2006
Design Dev Document Approval		10/20/2006		10/20/2006
Construction Document Approval		11/28/2006		
BIDDING				
Bidding Approved BoT	$491,730.00	12/08/2006		
Bid Opening		02/01/2007		
CONSTRUCTION				
Construction Start		12/01/2006	04/02/2007	
Completion		03/31/2007	08/17/2007	

Project Team:

Project Manager: Faye Bodyke (bodyke.3@osu.edu)

Project Coordinator: Andrea Cuthbert (cuthbert.11@osu.edu)

ANNETTE MILLER ARCHITECTS INC. - Design

Ohio Union Garage Renovation and Expansion

315-2005-997

Requesting Agency(s): TRANSPORTATION & PARKING SERVICES

Location(s): Parking Garage C (Union) 371,641 **ASF**/387,952 **GSF** **Age:** 1969

Description:

This project will demolish a portion of the parking garage and renovate the remaining spaces. Project also includes upgrades to the elevator, electrical and lighting systems. The project will add three bays to accomodate additional parking on campus.

Project Information:

The original scope would have provided 400 new spaces and renovated 1,064 spaces to last only 15 more years. The revised scope will renovate 664 spaces, demolish the portion of the garage built in 1986 (400 spaces) and replace it with a new 3-bay garage adjacent to the Ohio Union that will provide 840 new spaces (440 net new spaces) that will last 60+ years. The mitigation plan for displaced parking includes an early bid package for the renovation of the portion of the garage that will remain.

Issues:

How does this project advance the Academic Plan? Renovation and repairs to the Ohio Union Garage will improve its condition and function. The garage provides access to various academic interests in the surrounding area.

Outstanding Funding Issues: None

Timing Issues: The construction of this project will be coordinated with the Ohio Union Replacement project construction.

"Ripple effects" of the project: The garage will be out of service during construction, and therefore, parking will be displaced for this area of campus; a mitigation plan is in process. Part of the mitigation plan is to begin the renovation portion of the project prior to the demolition and new construction.

Special limitations/risks: Space for the garage expansion is limited by the Ohio Union Replacement project. An existing city sewer below the existing garage will be relocated.

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
Univ. Bond Proceeds	$17,000,000.00	$20,500,000.00				
Auxiliaries-Trans. & Parking	$0.00	$400,000.00				
Total:	$17,000,000.00	$20,900,000.00				

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Capital Project Approved by BoT	$17,000,000.00			09/23/2005
Arch/Engr Approved by BoT	$17,000,000.00	11/04/2005		11/04/2005
Constr Mgr Approved by BoT	$17,000,000.00	11/04/2005		11/04/2005
Arch/Engr Approved by BoT (Project Increase)	$20,900,000.00	09/22/2006		09/22/2006
DESIGN				
Arch/Engr Contract		05/05/2006		05/05/2006
Schematic Design Approval		08/15/2006		08/15/2006
Design Dev Document Approval		10/30/2006		
Construction Document Approval		02/15/2007	12/30/2006	
BIDDING				
Bidding Approved BoT		03/04/2007	12/08/2006	
Bid Opening		04/25/2007	01/05/2007	
CONSTRUCTION				
Award of Contracts		06/25/2007	03/30/2007	
Construction Start		05/01/2007	04/01/2007	
Completion		05/01/2009	05/01/2009	

Project Team:

Project Manager: Ruth Miller (miller.2495@osu.edu)

Project Coordinator: Faye Bodyke (bodyke.3@osu.edu)

MOODY NOLAN LTD INC - Design
SMOOT CONSTRUCTION COMPANY - Construction Management - No CBD
VENDOR TO BE DETERMINED - Design - No CBD

Ambulatory Marrow Transplant Unit 11th Floor Renovation

315-2005-990

Requesting Agency(s): CANCER HOSPITAL & RESEARCH INSTITUTE

Location(s): James Cancer Hosp & Solove Res Inst   116,384 **ASF**/265,423 **GSF** **Age:** 1990

Description:
This project will renovate the north side of the eleventh floor research area to accommodate bone marrow transplant outpatient rooms.

Project Information:
The project budget increased due to the change in location from the first to the eleventh floor and the additional cost of the upgrades needed to the mechanical and electrical systems for the revised location.

Issues:
How does this project advance the Academic Plan? Enables the Medical Center Facilities Plan, which will support continued clinical, teaching and research missions at The Ohio State University.

Outstanding Funding Issues: None

Timing Issues: This renovation will not be initiated until space is renovated at the Morehouse Medical Plaza so that a portion of the clinical services currently provided on the first floor of the James Cancer Hospital can be relocated to that facility.

"Ripple effects" of the project: None

Special limitations/risks: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
Auxiliaries-University Hospitals	$1,432,560.00	$2,022,786.00				
Total:	$1,432,560.00	$2,022,786.00				

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
PLANNING				
Arch/Engr Approved by BoT	$1,432,560.00	09/23/2005		09/23/2005
Arch/Engr Advertisement (Ohio Register #146)		10/03/2005		10/03/2005
DESIGN				
Arch/Engr Contract		02/28/2006		02/24/2006
Schematic Design Approval		04/12/2006		04/12/2006
Design Dev Document Approval		06/29/2006	10/31/2006	
Construction Document Approval		09/14/2006	12/31/2006	
BIDDING				
Bidding Approved BoT	$2,022,786.00	12/08/2006		
CONSTRUCTION				
Construction Start		07/01/2007		
Completion		06/30/2008		

Project Team:
Project Manager: Paul Lenz (lenz.3@osu.edu)   Project Coordinator: Curtiss Ashley (ashley.6@osu.edu)

PERSPECTUS ARCHITECTURE LLC - Design

OARDC - Feed Mill Replacement
315-2003-078

Requesting Agency(s): OHIO AGRIC RESEARCH AND DEVELOPMENT CTR

Location(s): Feed Mill (OARDC) **ASF**/8,000 **GSF** **Age:** 2007

Description:
This project provides a new feed mill with raw ingredient storage, grain drying equipment, feed processing equipment and processed feed storage. The new feed mill will be located on Selby Road in Wooster, Ohio.

Project Information:
This project will be a design/build project and be locally administered. Approval of this project delivery method was provided in House Bill 215 and the funds were re-appropriated in HB 530 on 6/30/06.

Project budget increased due to escalation of material cost (Cement, 15%; Copper, 87%; Steel, 13%; Fuel, 40%) for the new facility as well as the feed mill processing equipment.

Issues:
How does this project advance the Academic Plan? This project will advance the academic plan by providing improved research facilities and support.

Outstanding Funding Issues: None

Timing Issues: None

"Ripple effects" of the project: None

Special limitations/risks: None

Source of Funds:	Original	Revised	Uses of Funds:	As Designed	As Bid	Completion
HB790 OARDC Suppl. Renov. HB748 OARDC Suppl. Renov.	$0.00	$50,000.00				
OARDC	$0.00					
Future Capital Appropriations	$5,000,000.00	$0.00				
HB748 OARDC Suppl. Renovation	$0.00	$250,000.00				
HB748 OARDC Suppl. Renov.						
HB850 Line Item Appropriation	$0.00	$5,500,000.00				
Grant-Wright Center of Innovation	$0.00	$806,034.50				
Total:	$5,000,000.00	$6,606,034.50				

Schedule:	BoT Approved Amt.	Projected	Revised	Actual
BIDDING				
Bidding Approved BoT	$5,800,000.00	11/01/1998	02/05/1999	02/05/1999
Bidding Approved BoT (2nd Approval)	$5,745,000.00	02/04/2005		02/04/2005
Bidding Approved BoT (Project Increase)	$6,606,034.50	12/08/2006		
CONSTRUCTION				
Construction Start		01/03/2006	04/04/2007	
Completion		12/01/2006	03/12/2008	

Project Team:
Project Manager: Marjory Trishman (trishman.2@osu.edu) Project Coordinator: Karen Cogley (cogley.1@osu.edu)
WAGESTER AND LEASE INC - Consultant

OARDC - Projects

- OARDC - Feed Mill Replacement*

Note: Project Site is located approximately 1/2 mile east of central Wooster campus.

Easement Columbus Southern Power Company at 960 Kinnear Road

Office of Business and Finance / Board of Trustees Meeting

December 8, 2006

THE OHIO STATE UNIVERSITY

Office of the Treasurer

Riverwatch Tower-Suite B
364 West Lane Avenue
Columbus, OH 43201-4340

Phone 614-292-6261

(APPENDIX XXVIII)

MEMORANDUM

Date: November 28, 2006

From: Alvin C. Rodack, Associate Treasurer A. Rodack

To: William J. Shkurti, Senior Vice President for Business and Finance

Subject: Appointment/Reappointment of Investment Managers

The Office of the Treasurer is recommending to the Investment Committee of the Board of Trustees, the hiring of nine new investment managers and the reallocation of monies between existing investment managers. Of the new manager's, five are in the 'Absolute Return' category, three are in the 'Venture/Private Equity' category and one is in 'Natural Resources'. Attached is one summary page per manager for each of the recommended Managers.

The Absolute Return and Private Equity managers were recommended by our consultant, Cliffwater LLC. The Office of the Treasurer did additional due diligence including reviewing the investment management agreements and interviewing each of the firms. The Natural Resources manager was identified by the Office of the Treasurer. Cliffwater LLC was asked to complete additional due diligence on the manager and they have concurred with the recommendation. The addition of the nine managers will provide much greater diversification to those segments of the portfolio. It also moves the portfolio closer to the new asset allocation targets.

The reallocation of monies to existing investment mangers is the beginning of the process to reach the new asset allocation targets as approved by the Board of Trustees at the November 2006 meeting. With the exception of the Private Equities/Venture category, we plan to have the new asset allocation targets met over the next six months. This will include the hiring to additional investment managers to be presented at future Board of Trustee meetings.

Please let me know if you have any questions.

cc: Pranab Bhattacharya
Timothy A. Michel
Maureen T. Sharkey

Hedge Fund Investment- Executive Summary

Firm:	**Angelo, Gordon & Co.**	**Fund Name:**	**AG Super Fund**
Category:	**Multi-Strategy**	**Fund Assets :**	**$2 Billion**
Lock-Up Period:	**One Year**	**Due Diligence:**	**Cliffwater/Staff**

Organization & People: Based in New York, Angelo, Gordon & Co. (AG) was founded in 1988 by John Angelo and Michael Gordon. The firm also operates out of offices in London, Los Angeles, Hong Kong and Seoul. The firm is privately owned and currently has approximately $10 billion in assets under management (AUM). The types of assets that AG manages include distressed debt, real estate, private equity, hedged strategies, leveraged loans and cash. Hedge fund products represent approximately $3.5 billion of AUM. The multi-strategy AG Super Fund is currently a $2 billion fund.

AG has 138 employees including 73 investment, 22 accounting and operations and nine client services professionals. Firm ownership is distributed amongst 35 senior employees and a limited number of outside investors. Ownership is offered broadly throughout the firm in investments, operations and client services. John Angelo and Michael Gordon are the Managing Directors of AG.

Investment Process & Strategy: The objective of the AG Superfund is an absolute return target of 10-15% annualized net of fees. The team strives for consistent performance with low-volatility. The investment process consists of researching and identifying situations, conducting fundamental analysis, reaching an investment committee consensus, sizing the position for the portfolio and continuous monitoring. The fund is managed opportunistically by investing across areas in which the firm possesses expertise.

Portfolio Construction & Diversification: The AG Superfund will be invested across nine strategies including distressed debt, merger arbitrage, real estate, private equity, long/short real estate securities, credit arbitrage, convertible arbitrage, power and energy and special situations. There are no set minimum or maximum allocations to each strategy. Instead, Michael Gordon works with each portfolio manager to identify opportunities and determine position sizes. The AG Superfund will limit investments in private and illiquid investments to 25% of the portfolio. These types of investments typically include private equity, real estate and some distressed opportunities. Traditionally, the AG portfolio has had a high concentration to distressed debt and risk arbitrage. Lastly, if AG management cannot find enough compelling opportunities, the fund will invest a high percentage in cash. The following is a breakdown of the strategy weights as of October 31, 2006:

Hedge Fund Strategy	Portfolio Weight
Distressed Debt	30%
Merger Arbitrage	26%
Private Equity	6%
Convertibles	6%
Credit Arbitrage	6%
Long/Short Real Estate Securities	5%
Real Estate (Private)	4%
Special Situations	4%
Long/Short Health Care	2%
Cash	11%

Performance: Since its inception in 1993 through September 2006, the AG Super Fund has generated an annualized net return of 14.35% with low volatility (4.24% standard deviation). Over the same period, the HFRI Fund Weighted Composite returned 12.62% with higher volatility (6.9% standard deviation). Additionally, through the past fourteen year period, the AG Super Fund has only had 14 negative performing months.

Fees & Liquidity: The AG Super Fund will charge a 1.5% management fee on net assets and a 20% incentive fee. Fund expenses are expected to be approximately 10 basis points. Redemptions may be made on an annual basis subject to a one year lock-up. Up to 25% of fund assets can be invested in side pockets. Side pockets are used for less liquid investments such as private equity and private real estate.

Conclusion: Angelo, Gordon & Co. is a high-quality hedge fund manager. The firm has an experienced investment team, solid long-term performance and is focused on preservation of capital and strong internal controls. ***The AG Super Fund is recommended for a $30 million investment.***

Fund Name:	**CF Natural Resources VII (CNR VII)**	**Date:**	**December 2006**
Fund Size:	**$500 Million**	**GP Commitment:**	**1%**
Term of Fund:	**12 Years**	**Investment Period:**	**Three Years**
Strategy:	**Natural Resources**	**Due Diligence:**	**Staff/Cliffwater**

Organization & People: The Common Fund was founded in 1971 and is located in Wilton, CT. The Common Fund is one of the largest managers for endowments and foundations and currently manages over $38 billion in assets. Commonfund Capital, Inc. (CCI) was established in 1988 as a subsidiary of the Common Fund. CCI represents over 500 institutional investors in the non-profit community. CCI has invested over $7.4 billion in private equity for seventeen years through venture capital, leveraged buyout, international and natural resources fund-of-funds.

CCI has a staff of thirty-four professionals dedicated to the private equity, seventeen of which are dedicated to investment management. The senior management averages close to ten years of experience each at CCI and is led by Susan Carter. There has been no turnover of senior staff since inception of CCI.

Strategy & Investment Process: Commonfund Natural Resource Partners VII (CNR VII) will focus on making partnership investments in natural resource related industries across North America. CCI' s strategy follows two fundamental principals that it feels will make it successful in private capital investing. The first principal is accessing top-tier managers; the second is diversification. CCI strives to increase allocations with follow-on funds sponsored by top-tier managers in order to continue to create selective fund-of-fund portfolios.

CCI investment process starts with screening potential investments from sources that include industry contacts, investors, consultants and existing managers. If a manager passes the initial screen, it is assessed for a strategic fit. Next, the potential investment is put through a due diligence process that focuses on the firm's management, investment process, performance and future potential. The legal and financial terms are then analyzed and negotiated prior to presentation to the investment committee. The investment committee is made up of five senior managers and must approve all investments. Lastly, once a commitment is made, the fund is monitored on a continuous basis.

Portfolio Construction & Diversification: CNR VII will invest in natural resource related industries including oil & gas, energy services, timber, power infrastructure, alternative energy and mining. CCI management will strive to invest over a three year period in order to obtain vintage year diversification. CNR VII will make between 10-15 partnership investments and no single commitment will be greater than 20% of the total fund size. Although CNR VII will strive to diversify across as many different industries as possible, oil & gas and energy services related partnerships will more than likely comprise over 50% of the portfolio. Lastly, CNR VII has three pre-specified investments that total $68 million in commitments, providing some initial transparency.

Performance: CCI has invested six previous natural resource funds since 1989. The combined performance of these funds is 16% net IRR since inception of Fund I. Individually, Funds I and II ranked in the third quartile when compared to private equity funds of the same vintage year (Thomson Venture Economics Benchmark). However, these funds invested in a single manager and therefore are not representative of Commonfund's current diversified natural resources program. Funds III-V ranked in the second, first and first quartile respectively when compared to funds of the same vintage year. Fund VI is completing the investment period and it is too early to provide a meaningful performance comparison.

Conclusion: CCI has a deep and stable team of professionals dedicated to making and monitoring private equity investments. Through their series of diversified natural resource funds, CCI has proven an ability to deliver consistently strong returns throughout different investment environments. CNR VII will be a good fit for the natural resources portion of the OSU portfolio. The fund will have a high concentration to energy-related investments, but will also add diversification through investments in other natural resource related industries. ***The Commonfund Natural Resource Partners VII (CNR VII) is recommended for a $5 private equity commitment.***

Hedge Fund Investment Executive Summary

Firm:	**Farallon Cap. Mngmt.**	**Fund Name:**	**Farallon Capital Institutional Partners, LP**
Category:	**Multi-Strategy**	**Fund Assets:**	**$5.2 Billion**
Lock-Up Period:	**None**	**Due Diligence:**	**Cliffwater/Staff**

Organization & People: Farallon Capital Management (Farallon) was founded in 1990 by Thomas Steyer and is based in San Francisco. The firm also operates offices in New York, Charlotte, London and Singapore. Farallon manages four multi-strategy hedge funds for a total of $19.7 billion and separate account assets of $1.3 billion. The four hedge funds follow the same investment strategy, but are managed with different tax or liquidity objectives. The Farallon Capital Institutional Partners, LP (FCIP) was created in January 1990.

Farallon and its affiliates have 135 employees, which consists of 73 investment professionals and 62 operations staff. Farallon is a private company owned by its 13 managing members. The managing members each average over ten years of experience at Farallon. Thomas Steyer is the firm's Senior Managing Member and Chief Investment Officer. Prior to founding Farallon, Mr. Steyer worked in Goldman Sachs risk arbitrage department and then launched the first hedge fund for Hellman & Friedman. Mr. Steyer continues to serve on the investment committee for Hellman & Friedman.

Investment Process & Strategy: FCIP will follow a fundamentally driven multi-strategy investment approach to invest across five core investment strategies: credit investments, real estate, restructurings and value, special situations and merger arbitrage. Farallon decentralizes its investment process by utilizing investment teams headed by senior portfolio managers to cover the core strategies.

The CIO allocates capital to each team and the portfolio managers are responsible for managing their respective strategic allocations. Portfolio managers and a group of analysts have the authority to invest in liquid positions. The position sizes are determined by bottom-up analysis. Illiquid investments require CIO approval. Analysts perform an initial risk analysis of each position by conducting a thorough fundamental analysis. The analysts then determine what net exposure should be taken within each industry. Positions are monitored and analyzed daily. Detailed exposure and profit and loss reports are produced and reviewed daily by the CIO and lead traders to monitor and manage risk. Lastly, company specific and currency risks are hedged on an opportunistic basis.

Portfolio Construction and Diversification: FCIP will invest in both public and private securities internationally. The fund will be diversified across 500-700 positions and will use a minimal amount of leverage. Investments are made opportunistically and the portfolio is not overly constrained. FCIP will invest up to 30% of the portfolio in illiquid investments, primarily private equity and real estate transactions. In addition, FCIP will invest a small portion of the portfolio strategically through affiliated sub-advisors. Below is a breakdown of the strategy weights as of September 30, 2006:

Strategy	Weight	Strategy	Weight
Value Investments	44%	Direct Investments	7.0%
Credit	19%	Sub-Advisors	3.0%
Merger Arbitrage	13%	Risk Arbitrage	0.5%
Real Estate Related	13%	Liquidations	0.5%

Performance: Since its inception in January 1990 through September 2006, FCIP has an annualized net return of 13.65% with a 3.17% standard deviation. During the same period, the HFRI Fund Weighted Composite Index returned 13.89% with a standard deviation of 6.74%. Although the fund has slightly underperformed the index, its Return/Risk ratio is substantially greater at 4.3 versus 2.1 for the HFRI Composite. Lastly, FCIP has limited periods of negative absolute performance, as the fund has not had any negative calendar year performance since inception. In fact, the worst calendar-year net return was 6.27% in 2002.

Fees & Liquidity: FCIP will charge a 1.5% management fee and 20% incentive fee. Administrative fees are expected to less than 5 basis points. Redemptions from the fund can only be made annually and the fund can invest up to 30% of the portfolio in side pockets. Side pockets are used for less liquid investments such as private equity and private real estate. There are no early withdrawal penalties or lock-up period associated with FCIP.

Conclusion: Farallon is a quality hedge fund manager that has produced consistently strong risk-adjusted performance over various investment cycles. The firm manages a fund of multiple strategies that focuses on diversification, preservation of capital and risk management. ***The Farallon Capital Institutional Partners Fund, LP (FCIP) is recommended for a $30 million hedge fund investment.***

Hedge Fund Investment- Executive Summary

Firm:	**Grantham, Mayo, Van Otterloo & Co.**	**Fund Name:**	**GMO Emerging Country Debt, L.P.**
Category:	**Emerging Market Debt**	**Fund Assets:**	**$1 Billion**
Lock-Up Period:	**Varies (See Below)**	**Due Diligence:**	**Cliffwater/Staff**

Organization & People: GMO was founded in 1977 and is based in Boston. The firm manages approximately $127 billion in assets (as of September, 2006) and has six offices in addition to Boston, strategically located globally. GMO is privately held with ownership distributed amongst 39 active partners and Richard Mayo, who retired in 2001. The founding partners each have more than 10% ownership in the firm. GMO has more than 300 employees worldwide, of which 81 are investment professionals. GMO manages global equity, fixed income, absolute return and asset allocation strategies for institutional clients.

GMO began managing fixed income strategies in 1993 after acquiring the fixed income group from Boston International Advisors (BIA). William Nemerever and Thomas Cooper oversee the fixed income group and have been with GMO for 13 years. Messrs. Nemerever and Cooper previously co-managed the global fixed income group at BIA. The GMO fixed income team consists of sixteen investment professionals that average approximately 14 years of industry experience and seven years tenure with GMO. The fixed income group is supported by GMO's overall firm operational, administrative and client services teams.

The Emerging Markets Debt, L.P. was launched in 1996 and has approximately $1 billion in assets. The fund will have limited capacity to accept additional commitments. After the end of January 2007, the fund will not consider new funds for another year.

Investment Process and Strategy: The GMO Emerging Country Debt, L.P. (ECDLP) performance target will be to outperform the Citigroup One Year Treasury-Bill Index by 5-10% annually. The ECDLP strategy focuses on instrument rather than country selection. GMO believes that several emerging market debt issues are priced inefficiently and are undervalued. The GMO team will attempt to exploit these pricing inefficiencies by utilizing advanced quantitative techniques to analyze various forms of emerging market debt. Each position is evaluated by analyzing its effect on the total portfolio duration, currency composition, credit rating, interest rate and credit spread.

Portfolio Construction & Diversification: The ECDLP consists of a well-diversified portfolio which invests across multiple debt issues and countries. The ECDLP invests in several types of emerging market debt instruments including bonds, Paris and London Club bonds, Brady bonds, private placements and a variety of derivative contracts. There are no defined position limits, but a single debt issue will typically not exceed 3% of the total portfolio value. The fund will typically contain more than 100 positions.

The ECDLP is invested in approximately 40 countries worldwide which helps mitigate concentrated geographic, political and investment risk. Default risk is managed primarily by entering into credit default swaps. This type of transaction involves making a fixed payment in exchange for a specified payment upon a default of the underlying security during the swap period.

Performance: Since its inception in April of 2006 through September 2006, the ECDLP has generated an annualized net return of 15.3% with 16.6% standard deviation. During the same period, the HFRI Emerging Market Index produced a 12.4% return with a standard deviation of 14.8%. The return/risk ratio was .92 for ECDLP versus .84 for the index.

Fees & Liquidity: There will be three share classes of the ECDLP that offer different fee/lock-up structures:

Lock-Up Term	**Management Fee**	**Incentive Fee**
One Year	1.0% of Net Assets	20% of Profits
Two Year	0.9% of Net Assets	18% of Profits
Three Year	0.8% of Net Assets	16% of Profits

Administrative expenses are approximately 10 basis points and redemptions are accepted annually.

Conclusion: GMO is an experienced and stable debt manager that is disciplined, value oriented and research driven. The ECDLP will provide access to non-traditional global markets and higher expected and uncorrelated performance compared to other hedge fund strategies. ***The GMO Emerging Country Debt, LP is recommended for a $15 million investment.***

Firm:	**GoldenTree Asset Management**	**Fund Name:**	**GoldenTree MultiStrategy Fund**
Category:	**Credit (Multi-Strategy)**	**Fund Assets:**	**$411 Million**
Lock-Up Period:	**One-Year**	**Due Diligence:**	**Cliffwater/Staff**

Organization & People: GoldenTree Asset Management (GoldenTree) was founded in 2000 and is based in New York with additional offices in London and Los Angeles. The firm manages approximately $5.5 billion of absolute return strategies which invest in bank debt, high yield bonds, distressed debt, middle market loans, equities and real estate. GoldenTree manages an additional $2.1 billion in structured products and long-only accounts. The GoldenTree MultiStrategy Fund (MultiStrategy Fund) was launched in August 2005 and currently has $411 million in assets.

The four founding partners of GoldenTree are Steven Tannanbaum, Leon Wagner, Steve Shapiro and Tom Shandell. The firm is privately held with ownership dispersed amongst sixteen partners. GoldenTree has more than 100 employees, of which 44 are investment professionals.

Investment Process & Strategy: The objective of the MultiStrategy Fund is to allocate capital to 'best idea' investments across distinct investment strategies. The Fund will employ a bottom-up, value-oriented investment process to a broad set of assets and strategies. Relative value analysis is used to determine allocations to asset classes, strategies and positions, and to rebalance exposures. Short positions, hedges and leverage are used to both enhance performance and manage risk.

The selection of the types of securities, markets, sectors, and part of the capital structure depends on where the most attractive risk/reward tradeoffs exist. Portfolio managers are empowered to make investments with a position of no greater than 1% of fund assets. Investments that account for more than 1% of the total assets require approval by a senior manager. Portfolio managers and analysts meet weekly to ensure that every position complies with the investment process and is correctly weighted. GoldenTree management will adhere to a strict sell discipline for the MultiStrategy Fund. An investment will be sold when the price target is met, if fundamentals deteriorate, if a positions attractiveness is significantly diminished or to rebalance the portfolio.

Portfolio Construction & Diversification: The MultiStrategy Fund utilizes all of the absolute return strategy that GoldenTree manages and will make additional investments in real estate. The Fund is diversified across approximately 200 positions including public and private holdings. Non-US investments currently account for 25% of the portfolio. Approximately 70% of the MultiStrategy portfolio will invest in liquid assets, consisting of primarily bank debt and high yield bonds. The remaining 30% will be targeted at making investments in more illiquid assets such as middle market loans and real estate.

Performance: Since its inception in August 2005 through September 2006, the MultiStrategy Fund has generated a 12.29% annualized net return with a 2.7% standard deviation. During the same period, the HFRI High Yield Index returned 7.59% with a 1.5% standard deviation. The funds' higher volatility vs. the index resulted in a slightly lower return/risk ratio of 4.5 vs. 5.1 for the index. The MultiStrategy Fund has only had one month of negative performance over its fourteen month history. Due to the relatively short track record, it is difficult to draw meaningful performance comparisons for the MultiStrategy Fund.

Fees & Liquidity: The MultiStrategy Fund will charge a 2% management fee on net assets and a 20% performance incentive fee. The administrative fees will be capped at 20 basis points. Redemptions can be made semi-annually after a one year lock-up period. The fund will also impose an early withdrawal penalty of 5%.

Conclusion: GoldenTree has an experienced investment team, adheres to a disciplined investment approach and has been able to produce strong historical performance. The firm has proven capable of managing multiple absolute return strategies effectively while mitigating risk. ***The GoldenTree MultiStrategy Fund is recommended for a $20 million investment.***

Fund Name:	**Hellman & Friedman VI (HF VI)**	**Date:**	**December 2006**
Fund Size:	**$8 Billion**	**GP Commitment:**	**$350 Million**
Term of Fund:	**10 Years**	**Investment Period:**	**Up to Six Years**
Strategy:	**Leveraged Buyout**	**Due Diligence:**	**Cliffwater/Staff**

Organization & People: Hellman & Friedman (H&F) was founded in 1984 by Warren Hellman and Tully Friedman. H&F is based in San Francisco and has offices in London and New York. The firm has raised five previous institutional private equity buyout funds since 1987 with total commitments in excess of $8.4 billion. Hellman & Friedman Capital Partners VI (HF VI) will seek $8 billion in capital commitments.

HF VI will be managed by a team of 30 investment professionals composed of twelve managing directors, three directors, six principals and nine associates. The twelve managing directors' average tenure at H&F is eleven years. H&F has strategically grown its staff over the past few years in anticipation of growing its business and size of follow-on funds. The staff of investment professionals has grown from 15 in 2001 to the current level.

Strategy & Investment Process: HF VI will continue to follow a consistent and focused strategy that H&F has successfully executed throughout its history. HF VI will focus on the quality of its portfolio company investments, rather than quantity. HF VI will seek to invest in companies with strong franchises that have predictable revenue and earnings growth. HF VI will remain flexible in structuring deals by investing in both control and non-control positions.

H&F primarily utilizes its network of relationships and firm reputation to source proprietary opportunities. Over its history, H&F has sourced less than 10% of its deals in investment banking led auctions. This has helped H&F keep purchase prices at a reasonable level. Once an opportunity is identified, an extensive qualitative and quantitative analysis is performed on the company and its industry in order to quantify the potential investment's risk/reward tradeoff. The due diligence process is driven by the same 4-5 member team that will ultimately be responsible for negotiating, structuring and monitoring the transaction. H&F will have a seat on the Board of Directors of each portfolio company investment. Additionally, H&F team members participate in the company's strategic planning and budgeting process.

H&F has an investment committee consisting of five senior investment professionals. Unanimous approval of the investment committee is necessary for approval of an investment.

Portfolio Construction & Diversification: HF VI will invest across a variety of industries including media, financial services, professional services, vertical software and information services. Additional industries that fit H&F's investment philosophy are also considered. HF VI will focus on investment opportunities that require between $200 and $750 million in equity. HF VI will also have the ability to invest outside the United States. Non-US investments will be sourced primarily from Europe and Canada and can account for up to 40% of total committed capital.

Performance Track Record: Since 1987, H&F has raised five previous private equity funds focused on the leveraged buyout sector. These funds have generated a combined net IRR of 24.3% as of June 30, 2006. Fund I was a second quartile performer, while Funds II, III and IV ranked in the first quartile compared to funds of the same vintage year. Fund V was raised in 2004 and will be approximately 90% invested by the end of 2006. The funds were compared using Thomson Venture Economics and Cambridge vintage year benchmark statistics.

Conclusion: H&F has a deep, experienced team that has produced top-tier performance over different investment environments. H&F differentiates itself from its competitors by focusing on a limited number of high quality investments. As a result, H&F makes fewer investments than its peers and dedicates more professionals to the management and oversight of each investment. Lastly, H&F remains flexible in structuring investments (control & non-control) and has the ability to invest internationally.

HF VI will be included in the leveraged buyout portion of the Ohio State private equity portfolio. Leveraged buyouts will account for the largest segment of the portfolio with a target weight of 50%. A commitment of $10 million is appropriate in managing vintage year and investment type diversification. ***Hellman & Friedman VI (HF VI) is recommended for a $10 million commitment.***

Fund Name:	**Providence Equity Partners VI**	**Date:**	**December 2006**
Fund Size:	**$8 Billion ($12 Billion Cap)**	**GP Commitment:**	**$250 Million**
Term of Fund:	**Ten Years**	**Investment Period:**	**Up To Five Years**
Strategy:	**Leveraged Buyout**	**Due Diligence:**	**Cliffwater/Staff**

Organization & People: Providence Equity Partners (Providence) was founded in 1990 by Glenn Creamer, Jonathon Nelson and Paul Salem. The firm is based in Providence, RI and has additional offices in New York and London. Providence has raised six previous institutional private equity funds with commitments totaling close to $9 billion. Providence Equity Partners VI (PEP VI) will target $8 billion in capital commitments.

Providence has a team of 45 investment professionals including twenty in Providence, Nine in New York and sixteen in London. There are fifteen members of the senior investment team with an average tenure of nine years at Providence. There are 91 employees at Providence including operational, client services and legal professionals. Providence is the largest private equity firm specializing in media, communications and information services. Providence has plans to open an office in Hong Kong within the next twelve months.

Strategy & Investment Process: Providence will seek to maintain its position as the pre-eminent specialist private equity firm. The primary characteristics that distinguish Providence are its experience, industry-focused investment approach and its network of relationships. Providence will look to invest globally in companies with stable cash flow and strong management. Providence will pursue both control and non-control positions in leveraged buyouts, growth equity and recapitalization transactions. Providence will also co-invest with other private equity groups on an opportunistic basis.

The Providence team will identify potential investments on a proactive basis through its network of contacts and industry research. Each prospective deal will be scrutinized by a team of at least four individuals led by two managing directors. The investment team meets bi-weekly to discuss the current investment pipeline. Once a potential investment has passed through thorough due diligence, the team presents the deal to the investment committee. The investment committee is made up of six senior managers who must approve all fund investments. In addition to the ongoing monitoring conducted by each deal team, the investment committee also acts as the review committee. The review committee meets annually to assess the progress of each investment. During the meeting, the group reassesses the original investment proposal and discusses potential process improvements.

Portfolio Construction & Diversification: As mentioned, Providence will primarily invest in media, communications and information services companies. PEP VI will make transactions that require between $150 million and $800 million of equity. PEP VI will make investments on a global basis, primarily in North America, Europe and Asia. Investments outside of North America and Western Europe will be limited to no more than 25% of the portfolio. PEP VI will add further diversification by investing in 15-20 portfolio companies over a 4-5 year period.

Performance Track Record: Providence has raised six previous private equity funds since 1991, Providence Equity Partner Funds I-V and the Providence Growth Fund. The funds have produced a combined net return of 37.3%. Four of the previous funds ranked in the first quartile and one in the second quartile when compared to buyout funds of the same vintage year. PEP V was raised in 2005 and is nearing the end of its investment period. It is too early in the life of PEP V to provide meaningful investment comparisons.

Conclusion: Providence is a high quality private equity manager with an experienced team that has produced consistent top-tier performance globally. Providence has a specialized and flexible approach to investing. ***Providence Equity Partners VI (PEP VI) is recommended for a $10 million commitment.***

PEP VI will be included in the leveraged buyout portion of the private equity portfolio. Leveraged buyouts will account for the largest segment of the portfolio with a target weight of 50%.

Fund Name:	**The Resolute Fund II (Jordan Company)**	**Date:**	**December 2006**
Fund Size:	**$2.5 Billion Target**	**GP Commitment:**	**2%**
Term of Fund:	**10 Years**	**Investment Period:**	**Up to Six Years**
Strategy:	**Leveraged Buyout**	**Due Diligence:**	**Cliffwater/Staff**

Organization & People: The Jordan Company (TJC) was founded in 1982 by Jay Jordan and David Zalaznick and is based in New York with an additional office in Chicago. From 1982-1986, the firm invested their own capital in leveraged buyouts and syndicated equity on a deal-by-deal basis to institutional investors. From 1987-2002, TJC continued making LBO investments via JZ Equity Partners, a UK investment company. JZ Equity Partners was established as the primary capital source for TJC for investments. TJC raised its first institutional private equity buyout fund in 2002, The Resolute Fund I. At this time, the strategy of JZ Equity Partners was redirected to making Mezzanine Debt investments. The Resolute Fund II (RF II) will seek to raise $2.5 billion in commitments.

TJC will be led by Messrs. Jordan and Zalaznick. TJC has a team of 18 investment professions including six managing principals, three principals, three vice presidents, one senior associate and five associates. The six senior managers of the team have been working together as for more than sixteen years and have an average tenure of 21 years at TJC.

Strategy & Investment Process: RF II will pursue the same investment strategy deployed by TJC over the past three decades. TJC's approach is to acquire companies in partnership with management at reasonable valuations. TJC will then implement a hands-on operational strategy to generate performance. TJC executes its approach by maintaining and enhancing investment origination capabilities, focusing on middle-market investments, maintaining investment discipline, managing risk and creating value through operational expertise. RF II will target control investments in a diversified mix of established, well-managed and consistently profitable businesses.

TJC utilizes its extensive network of relationships that it has built over the past thirty years to source deal flow. The network has also provided opportunities for TJC to meet with portfolio company management prior to participating in a competitive bidding process. This has enabled TJC to complete investments at more reasonable values. Once opportunities are identified, TJC performs a quantitative and qualitative assessment. TJC also performs an operational analysis of the business to be acquired as well as an industry analysis. Teams of three or more investment professionals, led by a managing principal, are assigned to each potential investment. After an investment passes through due diligence, it is presented to the investment committee for approval. The investment committee must approve all investments.

Portfolio Construction & Diversification: RF II will invest in a wide variety of industries including business services, industrial products and services, consumer/retail, financial, telecom, healthcare and building products. The fund will seek to invest between $50 and $400 million of equity per transaction in middle-market companies. RF II will have the ability to make up to 25% of investments outside of the United States. The fund will not invest more than 20% in any single investment and no more than 40% of the total fund commitments will be invested in any twelve month period.

Performance Track Record: The investment track record for TJC dates back to 1987 with the inception of JZ Equity Partners. Prior to this, the principals made investments using their own capital. Since 1987, TJC has made 50 leveraged buyout investments. 32 of these investments have been realized. As of June 30, 2006 these investments have generated a 34.6% net IRR. The first institutional fund, Resolute Fund I (RF I), was raised in 2002 and has generated a net IRR of 11.7% through June 30, 2006. This would rank in the second quartile vs. funds of the same vintage as measured by Thomson Venture Economics. Of the ten investments in RF I, five were made in 2006. TJC's typical holding period is 3-7 years, so the fund is still in the early stages of its life.

Conclusion: The Jordan Company a very experienced and stable group of investment professionals who have produced outstanding performance investing in middle market private equity transactions. TJC follows a disciplined, thorough investment process and focuses on value creation through the team's operational expertise. ***The Resolute Fund II (RFII) is recommended for a $10 million investment.***

RF II will be included in the leveraged buyout portion of the private equity portfolio. Leveraged buyouts will account for the largest segment of the portfolio with a target weight of 50%.

Firm:	**Wellington Management**	**Fund Name:**	**Archipelago Partners, LP**
Category:	**Long/Short (Multi-Strategy)**	**Fund Assets:**	**$2.3 Billion**
Lock-Up Period:	**One Year**	**Due Diligence:**	**Cliffwater/Staff**

Organization & People: Founded in 1928, Wellington Management (WM) is based in Boston and operates nine additional offices globally. WM functions as an independent, private partnership directed by three managing partners. The firm manages equity, fixed income, currency, commodity and multi-asset portfolios for institutional clients. As of September 2006, the firm had $540 billion assets under management and 1500 employees. 430 of the employees are investment professionals and firm ownership is currently distributed amongst 95 partners.

Wellington Management began managing hedge funds in 1994 and the firm currently sponsors thirteen long/short portfolios with approximately $12.3 billion in assets. The hedge fund products are managed and supported by a team of 32 individuals. The senior members of the hedge fund team average over fourteen years experience at WM. Archipelago Partners, LP (Archipelago) was established in 2001 and has approximately $2.3 in assets. Archipelago seeks capital appreciation and diversification by investing in a group of the WM long/short hedge funds.

Investment Process & Strategy: WM employs a disciplined approach across the hedged equity portfolios based on fundamental company research. WM believes that its proprietary, independent research provides the foundation for successful portfolio management. Portfolio composition is driven by a bottom-up approach that focuses on individual security selection. Excess performance is expected to be generated through a combination of long and short positions. Each underlying long/short equity portfolio of Archipelago has a management team that is responsible for security selection as well as managing risk.

Risk management is a critical aspect of the overall strategy of Archipelago. A portion of the dedicated WM hedge fund team helps ensure that the Archipelago portfolio adheres to its diversification parameters, exposure and leverage limitations and all other compliance guidelines. The portfolios that comprise Archipelago operate under a defined set of guidelines that are monitored on a daily basis.

Portfolio Construction & Diversification: Archipelago will consist of a variety of underlying equity long/short hedge funds that are diversified throughout different industry sectors. Below is a breakdown of the Archipelago portfolio as of September 2006:

Multi-Sector Funds	**Focus**	**Allocation**
Quissett	Capital Appreciation	17.5%
J. Caird	Value	17.5%
Sector-Specific Funds		
Spindrift and Placer Creek	Energy/Global Natural Resources	15%
North River and Salthill	Healthcare/Biotechnology	15%
Hazelbrook	Technology	15%
Wolf Creek	Financial Services	15%
Terrebonne	Real Estate	5%

Allocation between the funds is static and the funds are rebalanced annually. Additional hedge funds may be considered periodically for inclusion in Archipelago.

Performance: Since its inception in April 2001 through September 2006, Archipelago has produced an annualized net return of 11.3% with a standard deviation of 7.4%. During the same period, the HFRI Equity Hedge Index returned 7.47% wit ha standard deviation of 6.24%. The overall risk/reward ratio of 1.53 for Archipelago was favorable compared to the benchmark ratio of 1.20.

Fees & Liquidity: Management fees for Archipelago will be 1.0% of assets with a 20% incentive fee. Administrative expenses amount to approximately 20 basis points. The fund will have quarterly liquidity after a one year lock-up period.

Conclusion: Archipelago provides the diversification, attractive risk/reward payoff and management oversight of a fund-of-funds product without the additional level of fees. The fund is managed by a high-quality organization with talented portfolio managers, outstanding research capabilities and a dedicated staff to support the hedge fund products. ***Archipelago is recommended for a $25 million investment.***

Who Gets In, Who Gets Through: From Access to Success

Economic Access

World Economic Forum Survey

- Educational system in the United States ranks 15th
- Finland, Singapore, and Iceland are the top three
- U.S. math and science education ranks 42nd

Students with the highest ability and lowest income are **less** likely to go to college than students with the lowest ability and highest income.

Pell Grants

- 26 percent of the Ohio State student body qualifies for Pell Grants
- Proportion of nation's undergraduates receiving Pell Grants has risen from 23 percent since 2004-2005

	Public Institutions		
Rank	**Institution**	**Undergrad Enrollment**	**Pell Grant Proportion**
1	University of Cincinnati	19,128	39.4%
2	University of California at Los Angeles	24,946	37.2%
3	University of Washington	27,732	25.0%
4	University of Louisville	14,872	24.4%
5	University of Oklahoma at Norman	20,906	24.4%
6	University of Florida	33,694	23.9%
7	University of Arkansas at Fayetteville	13,817	23.7%
8	University of Alabama at Tuscaloosa	16,568	23.6%
9	**Ohio State University**	**37,509**	**23.0%**
10	University of Tennessee at Knoxville	19,640	22.6%

Office for Economic Access

Reason for the Office for Economic Access

- Human resources throughout Ohio must be optimized to be part of sound economic future for our state, our nation, and especially for our children
- Ohio State has worked to optimize college access and success
  - Cited in recent Education Trust report
  - Increased rate of enrollment and graduation of low income students
- Ohio needs 450,000 more college graduates (added to the current base of 1.1 million graduates) to achieve the level of highest economic performing countries

What the Office Will Do

Connect key players in a way that can be replicated

- Extension in both rural and urban focuses
  - Ideas from students such as our own student assistant, Deb Van Camp, herself a leader in FFA and an OSU Land Grant Scholar
- Faculty/ staff who were the first in their families to go to college with future students
- Our students with younger children – that's who children want to hear from

- **Provide a catalyst for academic research**
  - Internships for students in higher education programs
  - Social Justice program at Honors and Scholars will have immersion program regarding access to higher education
  - Programs will be offered to future teachers in our College of Education and Human Ecology

Economic Access

- **Pilot programs, some as the result of grant proposals led by Laura Kraus from her successful work in First Year Experience**
  - Program with Hilliard Schools tutoring on Saturdays bringing low-income middle school students and their parents to campus, part of Adopt-a-Schools to teach about education access
  - Honors students interact with young children through technology to respond to their questions about going to college

Economic Access

- **Assist in assuring success, reaching OSU graduation, with many starting points that are "right fits" noted in the poster**
  - Regional campuses
  - Community colleges
  - Central State project